

PwC 2025 Bermuda Business Compensation Survey

General Report – October 2025

Key findings

Key compensation metrics grow modestly, in line with underlying inflation

This year, in a low inflationary environment¹, we saw consistent increases in base salary, total cash compensation (TCC) and total overall compensation.

Across all roles, the average increase in base salaries was 1.7%, compared with 3.7% in the previous year.

Similarly, total cash compensation (TCC), calculated as base salary plus annual short term bonus, housing allowance, and any other cash payments such as housing and travel allowances, increased by an average rate of 1.8%, compared with 6.7% reported in 2024.

We saw an identical increase of 1.8% in total overall compensation (i.e. total cash plus the value of any Long Term Incentive Plan (LTIP)), in contrast with the 6.2% seen in 2024.

The table below shows that 2025 has seen the lowest increases in key compensation metric for four years.

Increase (decrease) in:	2024-2025	2023-2024	2022-2023	2021-2022	2020-2021
Average base salary	1.7%	3.7%	2.3%	5.1%	0.9%
Average total cash compensation	1.8%	6.7%	3.9%	7.6%	0.7%
Average total overall compensation	1.8%	6.2%	4.4%	6.9%	2.1%

Modest increases in short term bonus awards

Sixty one of this year’s 62 Survey participants (i.e. 98% of participants) reported providing bonus payments to at least one member of staff in 2025.

Ninety two per cent (92%) of all employees included in this year’s Survey are eligible for short term bonus awards, with 91% of those eligible (equivalent to 84% of all Survey respondents) receiving an award this year.

Across all roles, bonuses increased by an average of 9%, a much more modest increase than the 28% we reported in 2024.

Bonus payout ratios (i.e. bonus amount actually received compared with projected target bonus amount) have been averaging slightly above par 100% for the last three years, this year averaging 116% across all roles compared with 112% in 2024 and 123% in 2023.

¹ The latest Bermuda inflation bulletin (March 2025) shows inflation at 1.8%.

The highest levels of target bonus are experienced at the C-Suite level, with the corporate and divisional CEOs topping the table. Shown below are the roles attracting the five highest average target bonuses in 2025, and their relative rankings in prior years.

#	Role and PwC reference number	Average target bonus (percentage of salary)		
		2025	2024 (with 2024 ranking)	2023 (with 2023 ranking)
1	1.1 Chief Executive Officer (corporate)	116%	112% (1)	99% (2)
2	1.2 Chief Executive Officer (division)	106%	94% (4)	n/a
3	1.14 Chief Underwriting Officer (reinsurance)	103%	101% (2)	109% (1)
4	1.5 Chief Financial Officer (corporate)	91%	98% (3)	90% (4)
5	1.24 Group Head of Catastrophe Modelling and Portfolio Analytics	82%	n/a	93% (3)

Small growth in housing allowances

The average housing allowance has grown slightly over the year, from \$67,000 in 2024 to \$69,300 per year or \$5,780 per month in 2025, an increase of 3.4%.

At the C-Suite level, the average annual housing allowance in 2025 was \$118,600, or \$9,880 per month, again, slightly higher than the 2024 level of \$116,100.

Of the 62 participants in this year's Survey, housing allowances are provided to at least one employee by 44 employers (71% of all participants).

In sharp contrast, only two organisations reported mortgage subsidies, averaging \$10,400 per annum and provided exclusively to Bermudian (including PRC holders) employees only.

Housing allowances were provided to 895 individuals in total (representing 20% of all Survey employees).

Other cash allowances

Other cash allowances include:

- car allowance, paid to 3% of individuals included in our Survey, with an average value of \$7,200 (compared with \$8,000 in 2024);
- travel allowance, also paid to 3% of individuals, with an average value of \$11,800 (compared with \$8,610 in 2024); and
- miscellaneous "Other cash", with an average value of \$15,800 (compared with \$19,400 in 2024). "Other cash" includes both ongoing items such as club/gym memberships and other well-being

allowances, school fees, parking and lunch and mobile phone allowances in addition to “one-off” items such as retention bonus or relocation costs.

Payroll tax (PRT)

The “payroll tax benefit” arising when the employer covers both the employer and employee share of the Bermuda payroll tax liability is provided by 52 of the 62 Survey participants (or 84% of employers, a slight increase on the 82% reported in 2024). 3,190 individuals or 72% of all respondents receive at least a contribution towards the employee share of the PRT.

We see a wide range of different approaches to the reimbursement of the employee share of the PRT, with 61% of all employers reimbursing the full amount for all staff and others making a partial contribution to some or all staff using a wide variety of different calculation methods.

Based on the current Bermuda Government payroll tax rates, the maximum payroll tax liability is \$112,080 for employees whose taxable remuneration exceeds \$1,000,000.

The average amount of benefit reported by Survey respondents is \$17,400, or 4.6% of total compensation.

LTIP values fall on average by 4%

LTIP payments saw an average drop of 4% over the year, after a significant rise (19%) in 2024.

The average value of LTIP in 2025, across all roles, was \$166,000 (compared with \$190,900 in 2024), with C-Suite staff receiving an average value of \$585,000 (compared with \$625,400 in 2024) and other staff receiving an average award of \$76,300 (compared with \$85,400 in 2024).

A total of 1,364 or 31% of individuals were reported to be eligible for LTIP benefits in 2025, with 945 or 21% of individuals receiving a benefit this year.

Almost three quarters (72%) of Survey respondents provided LTIP benefits to at least one member of staff in 2025, compared with the 87% of respondents who indicated that at least one member of staff was eligible for LTIP awards.

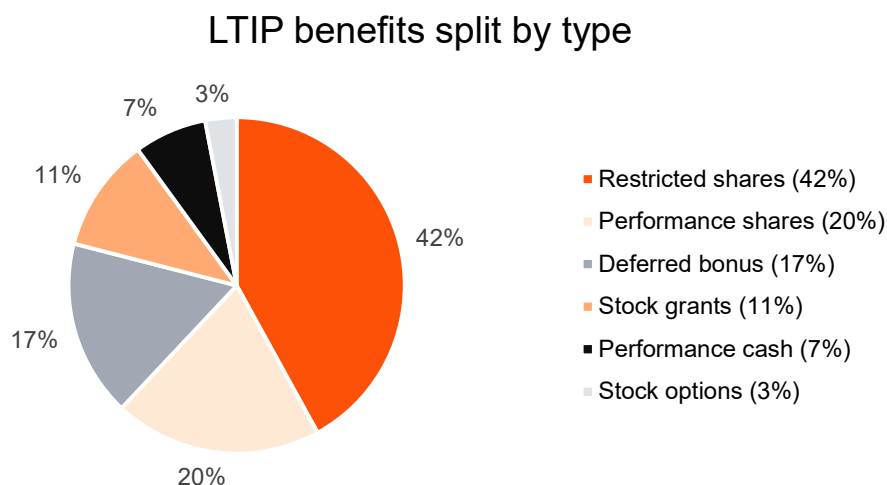
Restricted shares account for greatest proportion of LTIP

LTIP data are collected in the following six categories:

- Deferred bonus
- Performance cash
- Performance shares
- Restricted shares
- Stock grants

- Stock options

The chart below shows the split of benefits by type. Restricted shares continue to be the most popular vehicle for LTIP, accounting for 42% of all LTIP benefits. Stock options were the least prevalent type of LTIP, accounting for only 3% of total LTIP benefits in 2025 and provided by only two Survey participants.



Gender pay gap

The table below shows the relationship between male and female remuneration for the three key metrics: base salary, total cash compensation, and total overall compensation over the last three years. For example, in 2025, the median base salary for females was 1.9% lower than that for males in the same role, with a slightly wider gap (3.5%) when considering total compensation.

Gender pay gap	2025	2024	2023
Median base salary	1.9%	0.5%	4.1%
Median total cash compensation	3.3%	4.3%	4.1%
Median total compensation	3.5%	3.3%	4.9%

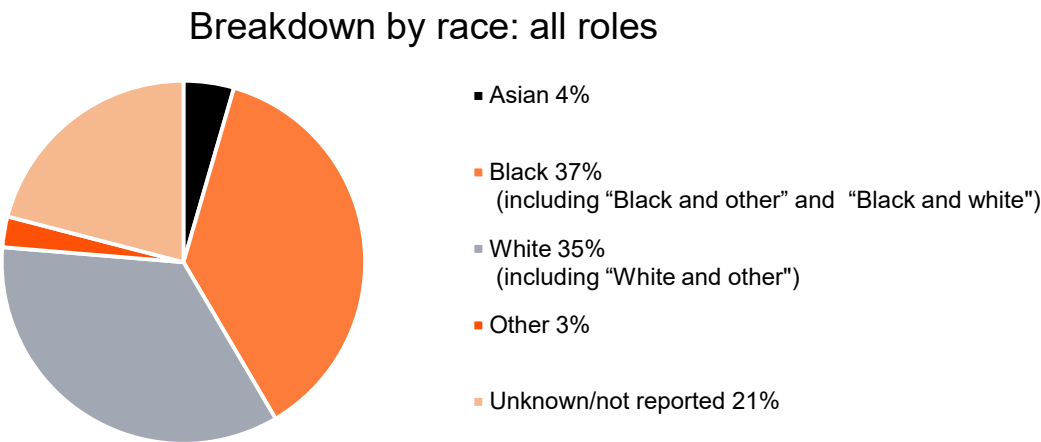
Race data

We collect race data using the same definitions as the Bermuda Government employment statistics.²

Fifty six of the 62 Survey participants (i.e. 90% of all participants) submitted race data in this year's Survey.

² The Bermuda Government uses the following definitions: Asian, Black, Black and other, Black and white, White, White and other, Other.

Based on the responses received, the breakdown by race across all roles and employers is as follows:



Please note that in order to make this chart (and the ones which follow in the individual compensation tables) easier to read and, given the relatively small proportions of data reported, we have combined “Black and Other” (1%), “Black and White (2%)” with “Black”, and “White and Other” (1%) with “White”.