

# **BIG GAMES** **INDUSTRY** **EMPLOYMENT** **SURVEY** **2024**

SALARIES, COMPENSATION  
TRENDS AND STATE OF THE  
GAMES SECTOR IN EUROPE

[www.valuesvalue.com](http://www.valuesvalue.com)

[www.ingamejob.com](http://www.ingamejob.com)

VALUES VALUE  
**INGAMEJOB**



# Highlights of 2024

- 15% were laid off and have found a new job in 2023-2024, with 5% still searching.
- 10% of respondents changed their job last year and switched from gamedev to another industry.
- Localization and Sound Specialists, Artists, QA, and Project Managers feel the most vulnerable to potential layoffs.
- Top laid off roles: HR & Recruiters, QA, Artists.
- 39% of game developers have pet projects.
- Only 1% of developers working on Hyper Casual projects would like to continue developing games in this genre.
- Average income satisfaction by level of seniority: Juniors - 2.2 out of 5, Mid-level - 2.9 out of 5, Seniors - 3.6 out of 5.
- 16% of respondents say that they are feeling a slowdown in personal development in their current position.
- Some of the most common cases of discrimination among the respondents are: Gender Discrimination (32%), Age Discrimination (21%), and National Origin Discrimination (17%).
- 54% of game developers use AI in their daily work and find it helpful. Last year, this figure was 17% lower.
- Professional burnout, unprofessional management, and poor work-life balance are the top three issues respondents experience at their current workplace.
- Most wanted employers: CD Projekt Red, Larian Studios, Activision Blizzard, Supercell, Rockstar Games, Riot Games, Ubisoft.

# Introduction & Research Methodology

## Who conducted the study?

This study was conducted for the eighth time and the second on an international level, and represents a survey of the European video games industry. A collaboration between Values Value and InGame Job, it explores trends in wages, job satisfaction, and career growth.

- [Values Value](#) is a recruitment expert in hiring top game development talent.
- [InGame Job](#) is an online platform for finding career opportunities in the gaming industry.

## How was the study conducted?

The research was conducted anonymously from March to June 2024. A total of 1,832 respondents from 57 countries worldwide participated in the study.

The data was cleansed of invalid and anomalous salary responses. We analyze only the European region in order to represent valid data for this report.

We divide Europe into two regions (European Union and Non-European Union) because there are significant differences in the cost of living, income, expenses, and taxes. This way, we present more accurate figures in the salary charts.

For the sake of clarity, the following countries were grouped together as the region "Europe (EU+UK+Switzerland)": Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Malta, Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland, and the United Kingdom. The size of the sample – 692 respondents.

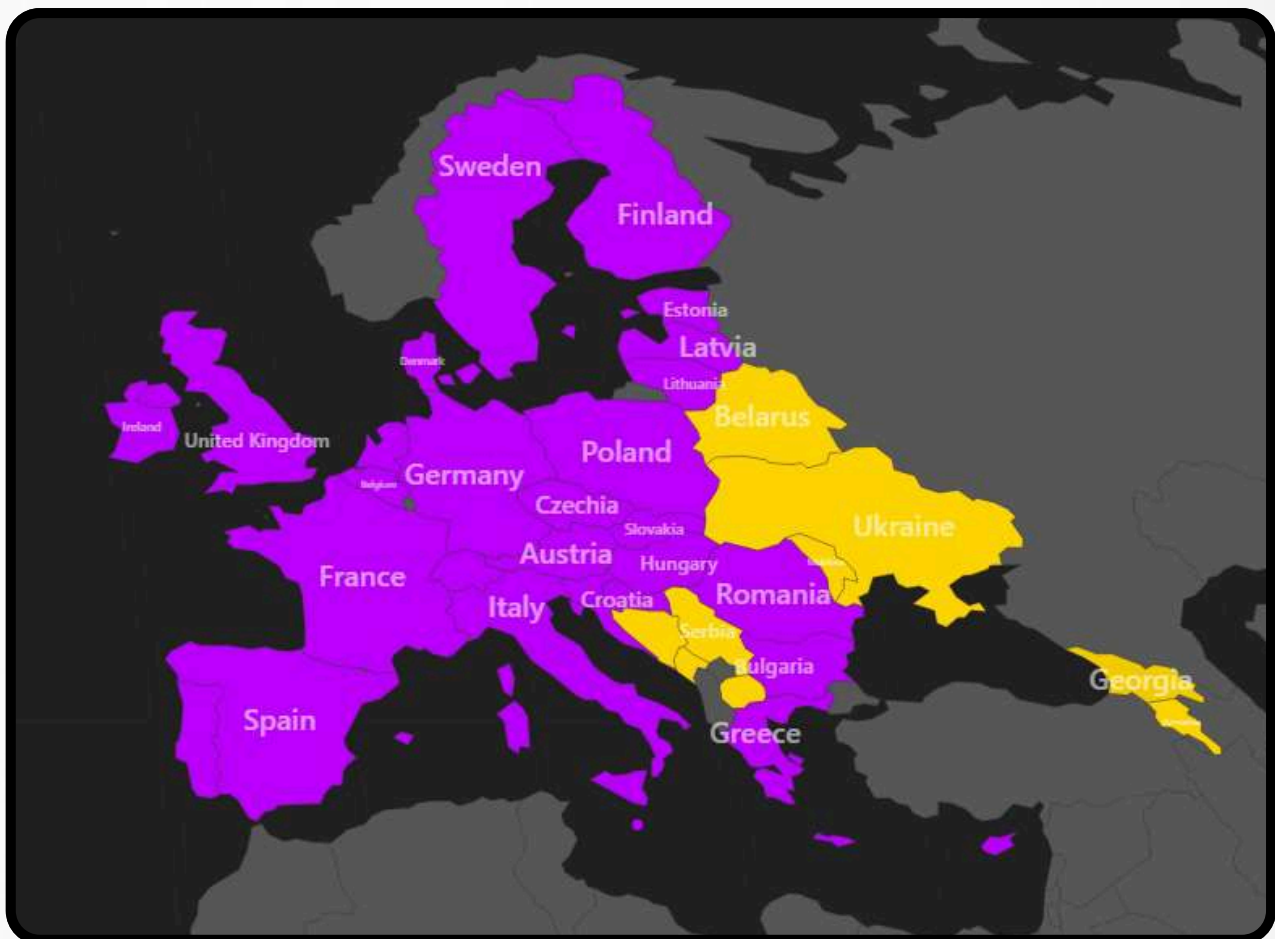
The following countries were grouped together as the region "Europe (Non-EU)": Armenia, Belarus, Georgia, Moldova, Bosnia and Herzegovina, Montenegro, North Macedonia, Serbia and Ukraine. The size of the sample – 695 respondents.

# Introduction & Research Methodology

## Who participated in the study?

- 58% male, 24% female, 19% other or prefer not to answer
- 9% Junior, 29% Middle, 30% Senior, 28% Lead/Top
- 19% have over 10 years of experience in games

■ Europe (EU+UK+Switzerland)    ■ Europe (Non-EU)





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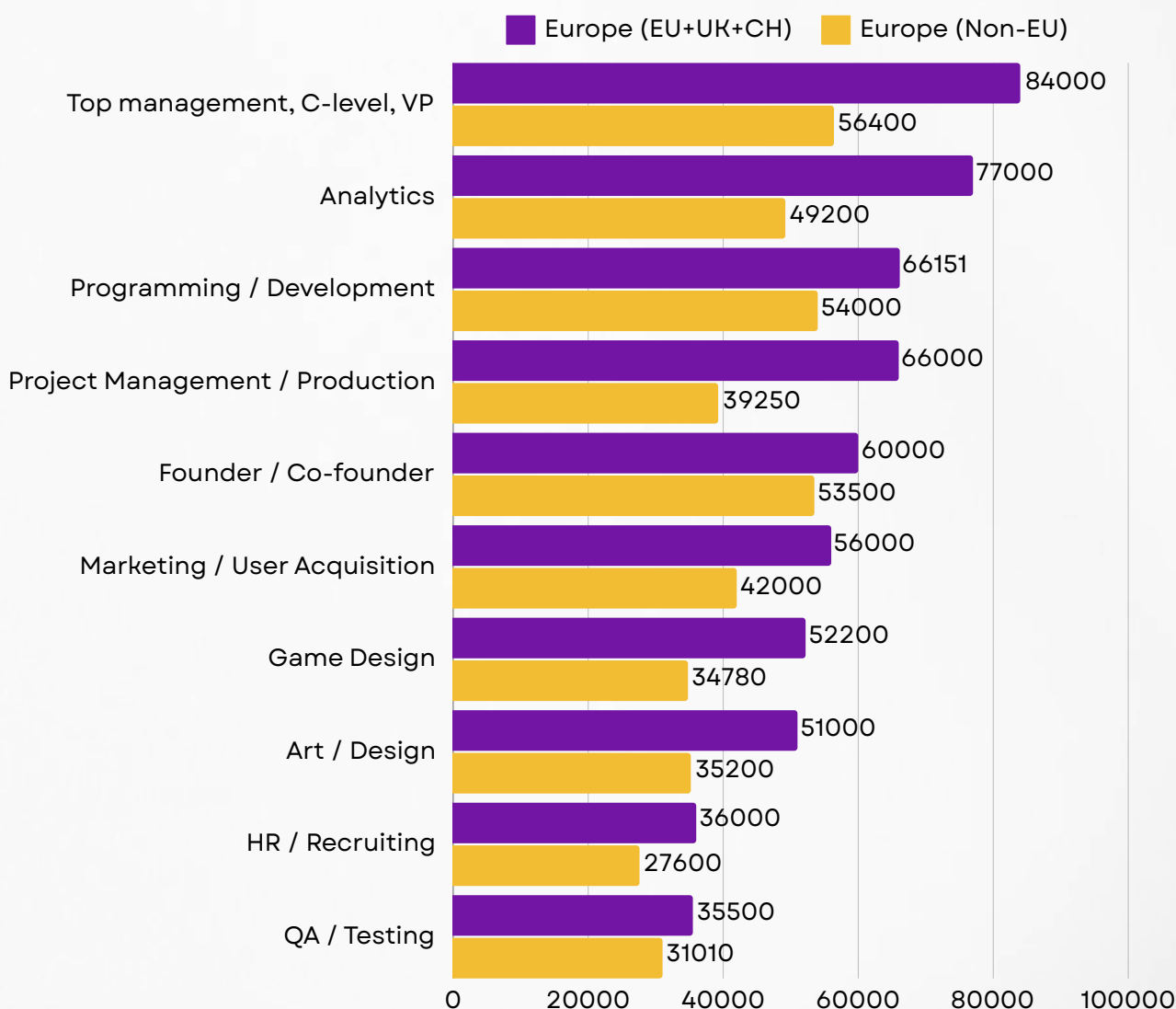
# Salary Data 2024

## Important note:

Median salary is the median value of salaries in euro. The median value divides the sample into two equal parts: one-half of respondents receive salaries less than the median, and the other half more than the median. All salaries are gross, annual and in euros.

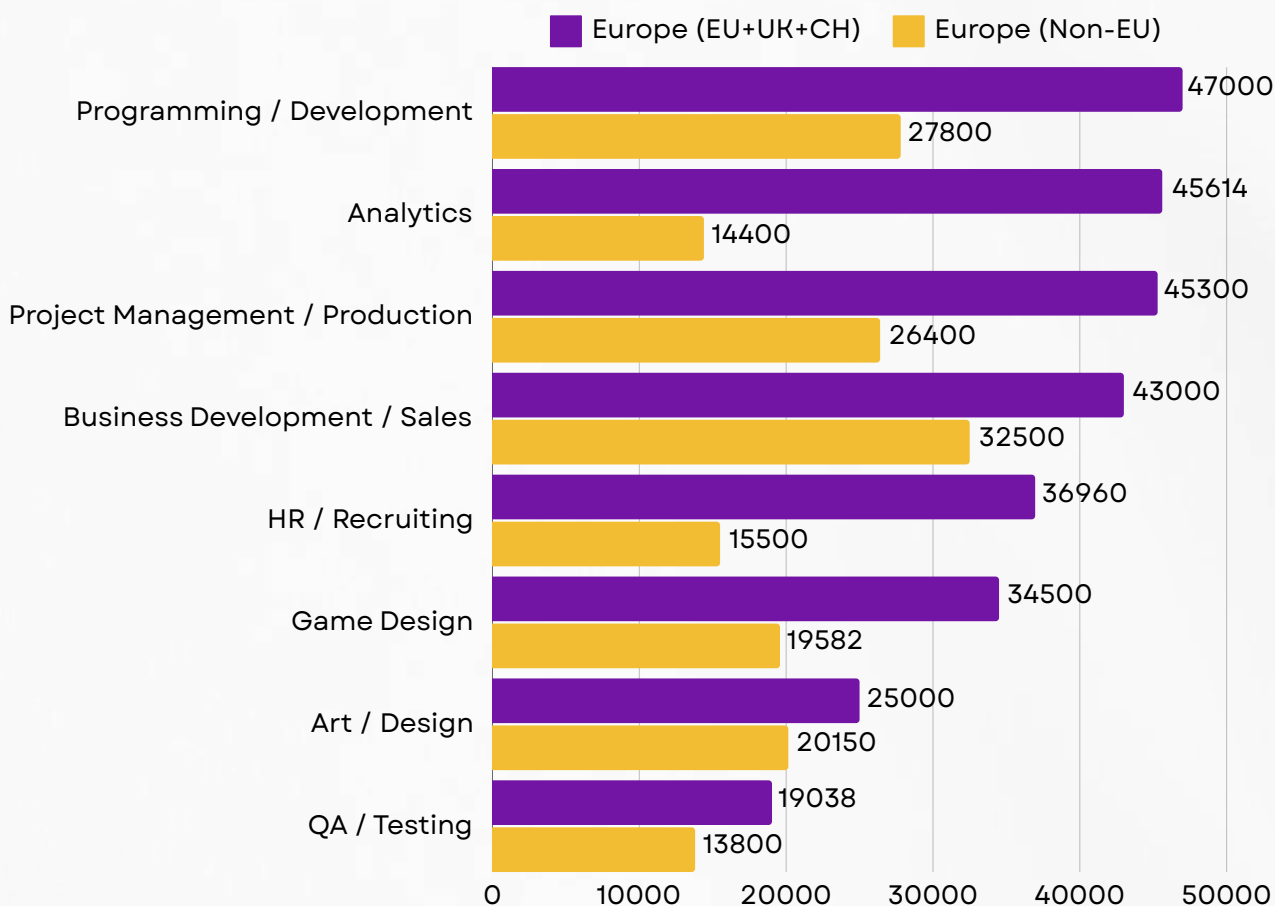
## Median Annual Salary By Roles And Regions Based On The Level Of Seniority

### SENIOR LEVEL, MEDIAN ANNUAL SALARIES, EU VS NON-EU

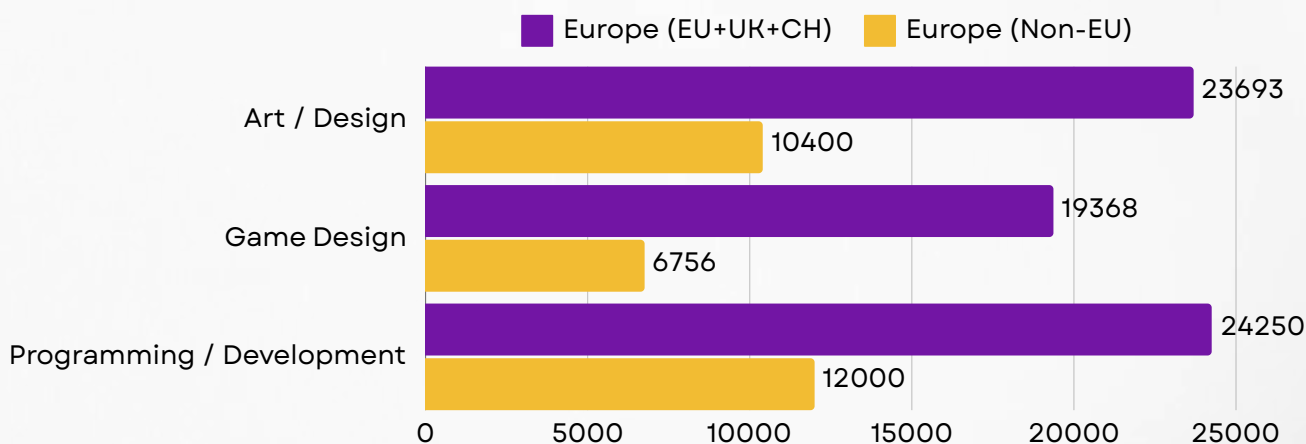


# Salary Data 2024

## MIDDLE LEVEL, MEDIAN ANNUAL SALARIES, EU VS NON-EU



## JUNIOR LEVEL, MEDIAN ANNUAL SALARIES, EU VS NON-EU



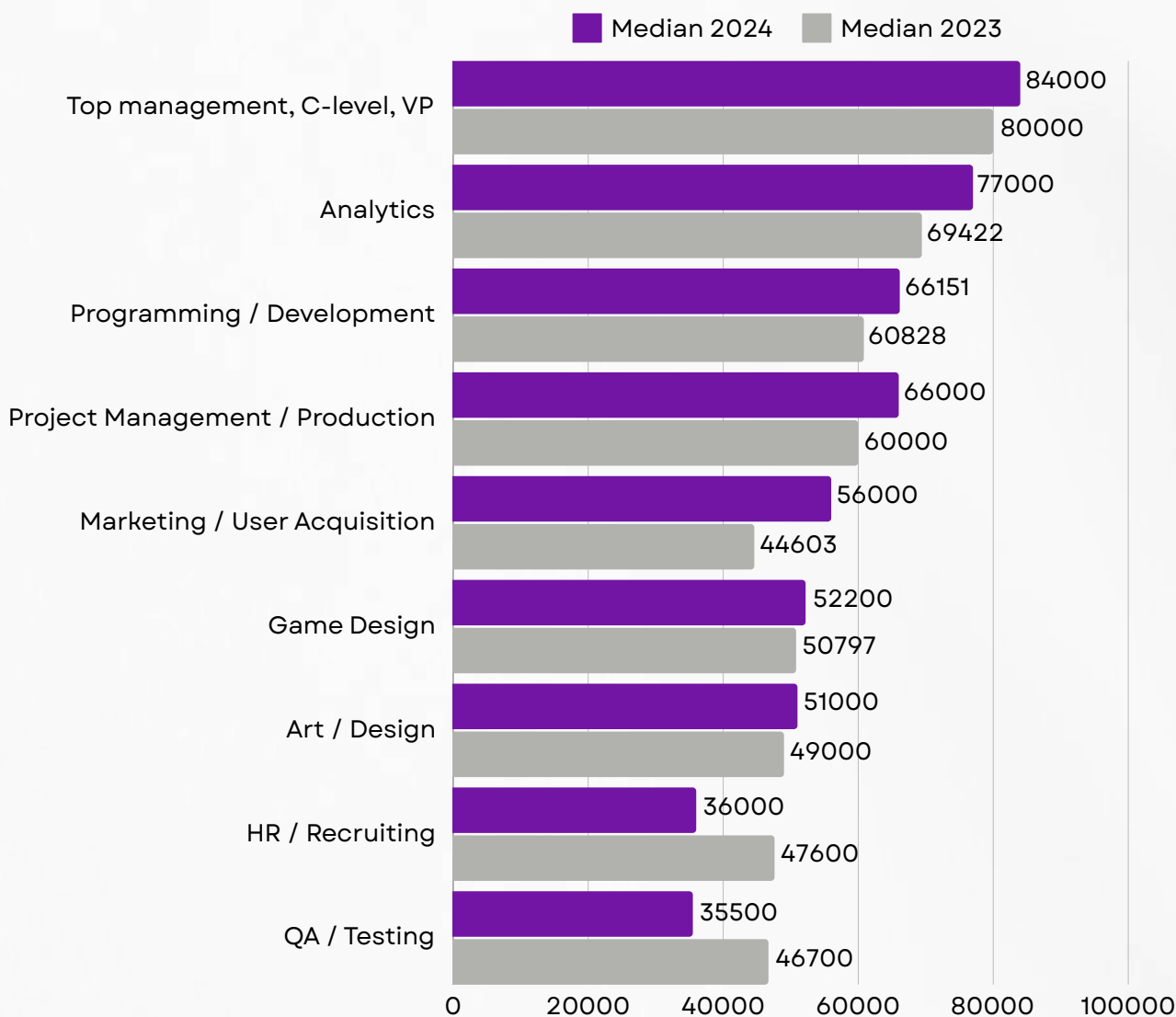
Due to the limited sample size of Junior-level respondents, we were able to present data for three specializations.

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# Salary Data 2024

## Salaries Compared to 2023: What Has Changed?

SENIOR LEVEL, EU MEDIAN ANNUAL SALARIES, 2023 VS 2024

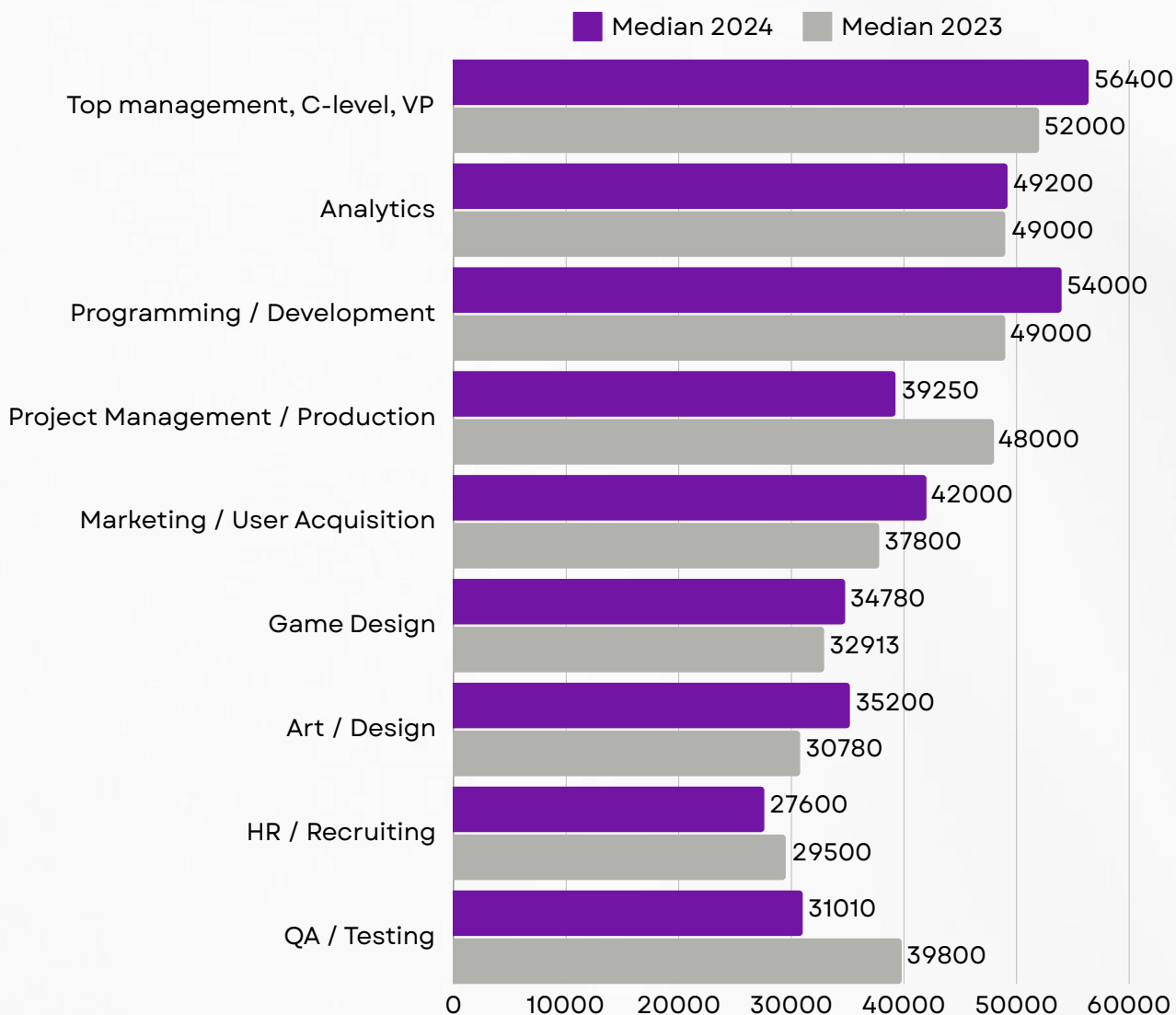




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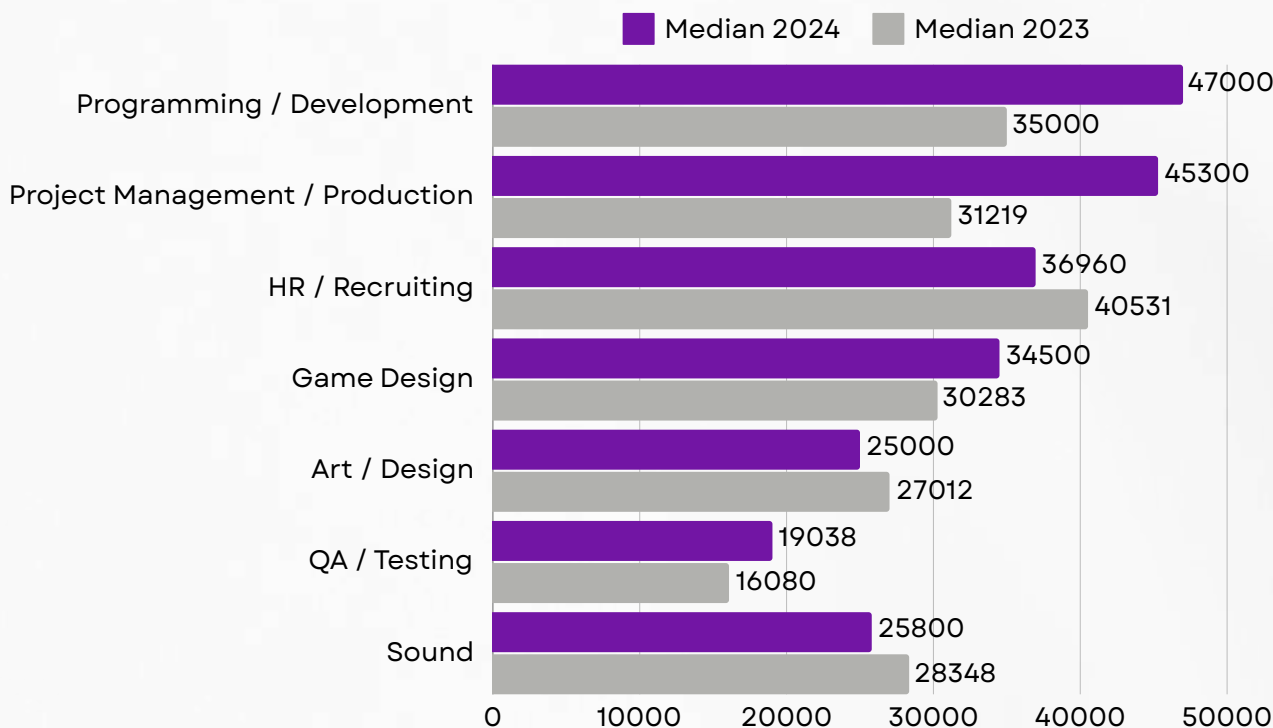
# Salary Data 2024

SENIOR LEVEL, NON-EU MEDIAN ANNUAL SALARIES, 2023 VS 2024

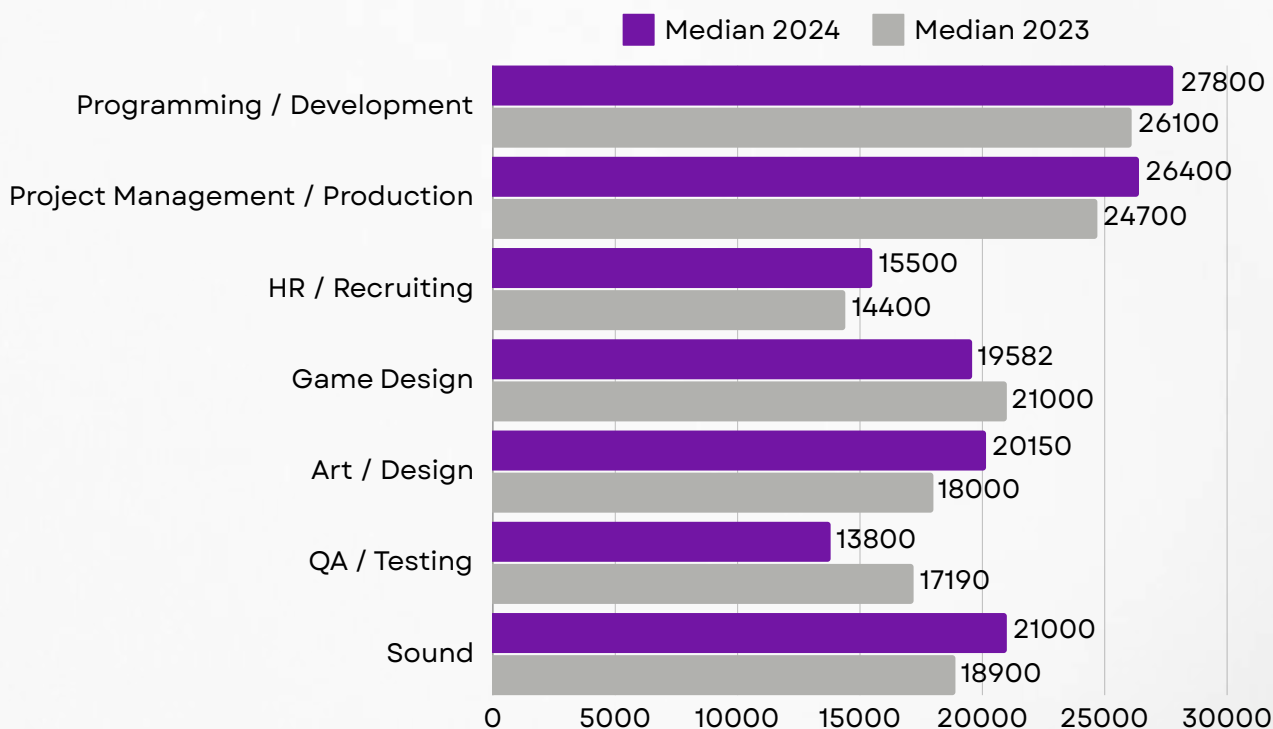


# Salary Data 2024

## MIDDLE LEVEL, EU MEDIAN ANNUAL SALARIES, 2023 VS 2024

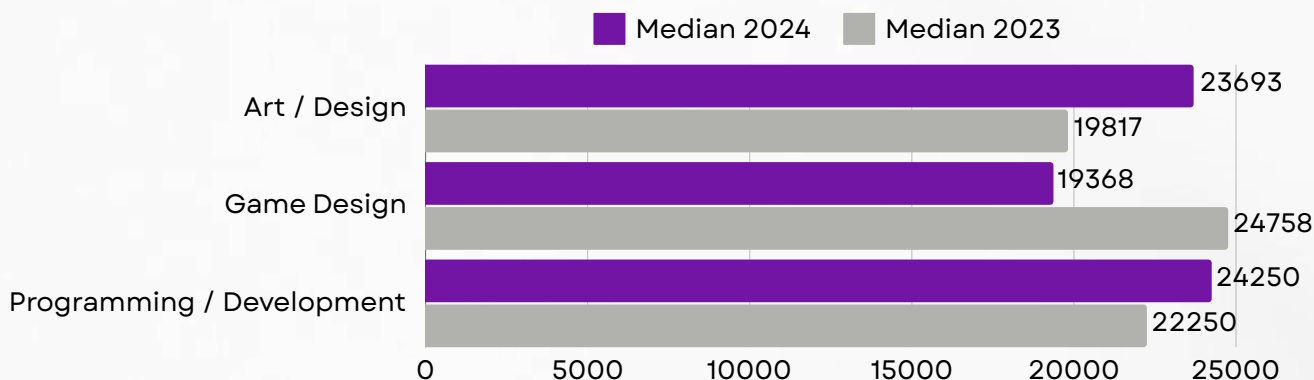


## MIDDLE LEVEL, NON-EU MEDIAN ANNUAL SALARIES, 2023 VS 2024

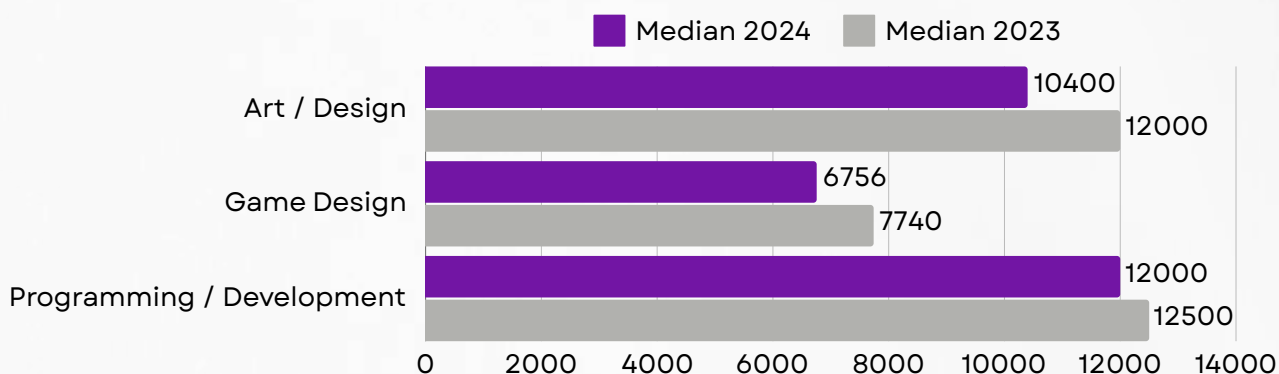


# Salary Data 2024

## JUNIOR LEVEL, EU MEDIAN ANNUAL SALARIES, 2023 VS 2024



## JUNIOR LEVEL, NON-EU MEDIAN ANNUAL SALARIES, 2023 VS 2024



**Tanja Loktionova**

Founder at Values Value,  
Co-Founder at InGame Job

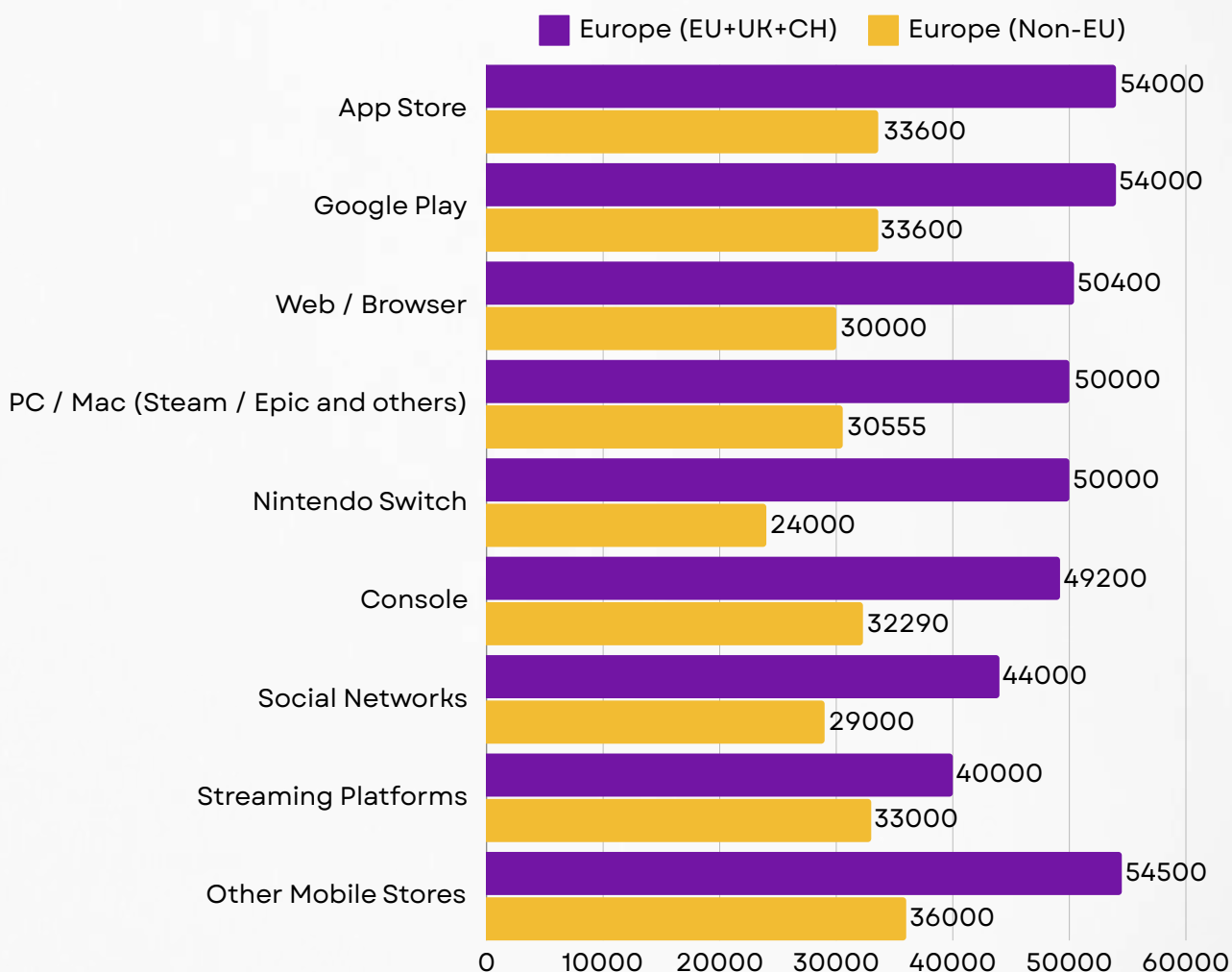
*"For some positions, there's been a noticeable drop in salaries compared to 2023. This is particularly true for senior-level HR professionals, recruiters, QA specialists, mid-level business development roles, and nearly all juniors in our sample. And we found a correlation – according to our data, specialists in these professions were the most affected by layoffs over the past year."*

# Salary Data 2024

## Median Annual Salary By Platforms, Genres, Monetization Types

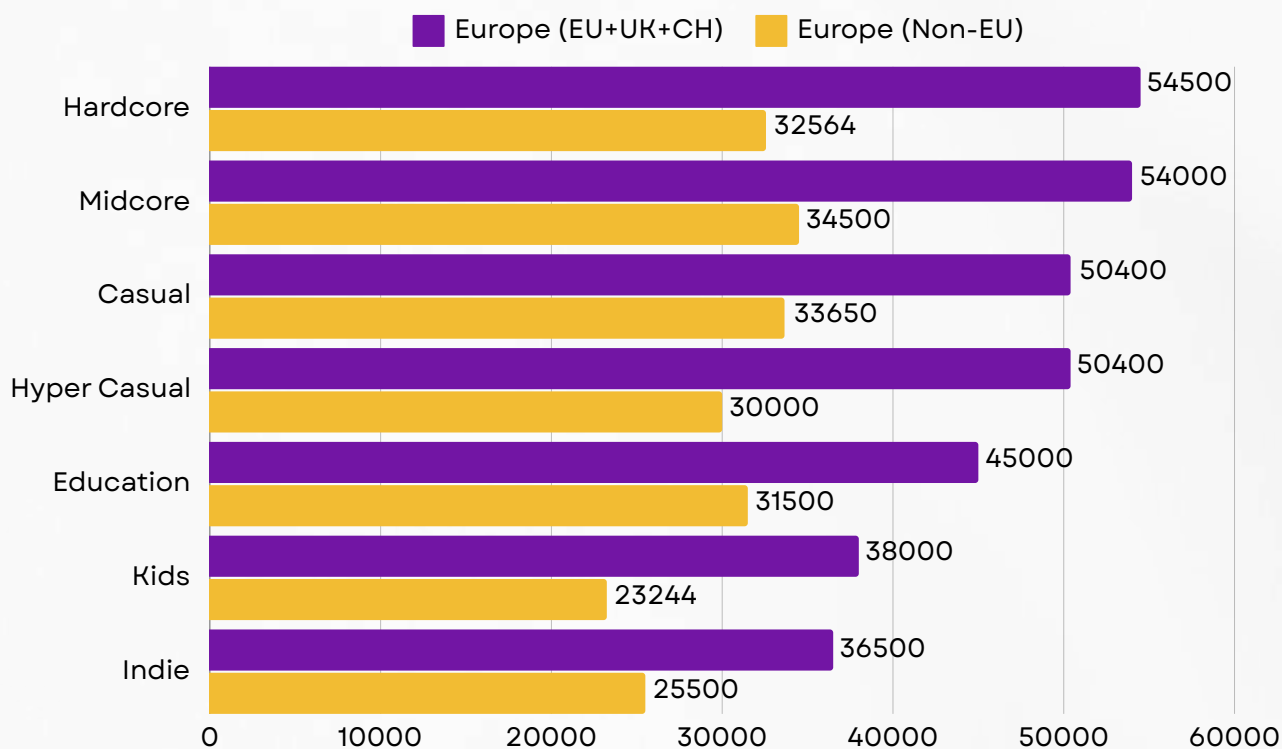
This year, we decided to investigate whether there's a correlation between income level and the genre of the project a game industry professional is working on. We were also curious to see if there's a difference in salaries between those releasing their games on mobile devices and those developing games for PC. Additionally, we wanted to find out if the type of game monetization affects income levels. Take a look at the charts below to see the results we obtained.

### 2024 MEDIAN ANNUAL SALARIES, EU VS NON-EU BY PLATFORMS



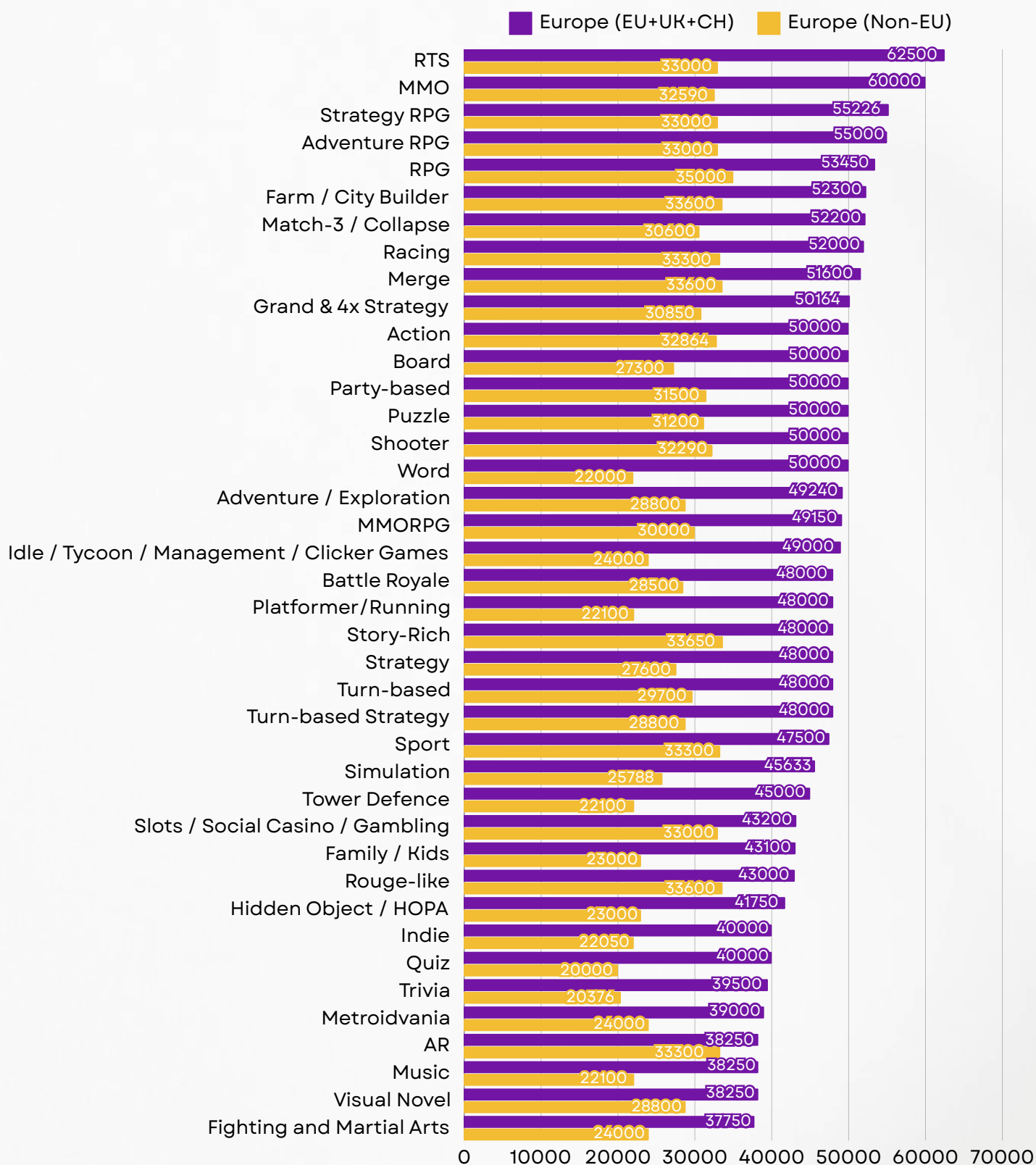
# Salary Data 2024

## 2024 MEDIAN ANNUAL SALARIES, EU VS NON-EU BY CATEGORIES



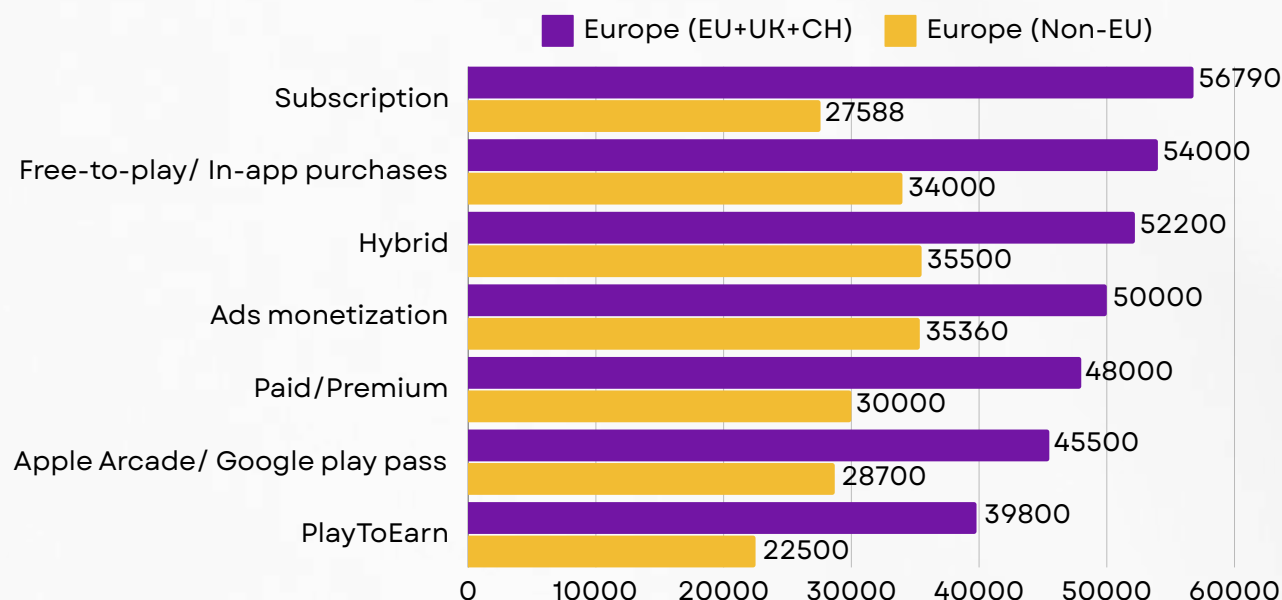
# Salary Data 2024

## 2024 MEDIAN ANNUAL SALARIES, EU VS NON-EU BY GENRES



# Salary Data 2024

2024 MEDIAN ANNUAL SALARIES, EU VS NON-EU BY MONETIZATION TYPE



**Julia Iljuk**

Head of Growth at [Balancy](#)

*“This interesting approach to salary segmentation suggests that employees at free-to-play studios (who work with IAP, ads, and subscriptions) generally get higher salaries than their colleagues from a premium sector.*

*This is likely because free-to-play games have strong monetization strategies, excelling in LiveOps and long-term player engagement. Unlike premium games, which rely on one-time purchases and, maybe, a few DLCs, service games involve daily work to retain and monetize massive player audiences. This approach often results in a much better LTV-to-costs ratio than many large premium PC and console games can show. Plus, mobile free-to-play studios start generating revenue faster due to shorter time to market, allowing them to share profits with employees sooner.*

*The salary gap between subscription-based studios in the EU and non-EU regions is surprising. I'm inclined to trust EU salary data more, as the subscription model combined with IAPs and/or ads typically boosts the game's revenue.*

*Play-to-earn is still quite new, with most projects relying on investments, which explains the lower, “startup-like” salaries.”*

**[Balancy](#) is a platform that helps to scale LiveOps and grow LTV**

# Satisfaction With Current Salary And Job

We asked respondents to rate their income satisfaction on a five-point scale.

- Average income satisfaction: Juniors — 2.2 out of 5, Mid-level — 2.9 out of 5, Seniors — 3.6 out of 5, Top-Managers - 3.7 out of 5

## The most dissatisfied with their income are:

- Among juniors: QA specialists and game designers from the Non-EU region, and artists from the EU region.
- Among mid-level professionals: Sound specialists from the Non-EU region, QA specialists and artists both in the EU and Non-EU regions.
- Among seniors: QA specialists from the EU region, and game designers from the Non-EU region.

## The most satisfied with their income are:

- Among juniors: programmers in both regions.
- Among mid-level professionals: programmers, project managers in both regions, and marketing specialists in the EU region.
- Among seniors: analysts, project managers, and marketing specialists in both regions.

## What Work-Related Issues Make Us Dissatisfied with Our Job?

We also asked respondents to rate their likelihood of changing jobs in the near future using a five-point scale: “On a scale of 0 to 5, how likely are you to change jobs by your own choice in the next 6 months? 0 - Definitely not, 5 - Already job hunting.” This data allowed us to explore various correlations and trends.

## What issues at work are most likely to lead to someone quitting?

Those most likely to leave or change jobs (4 – 5 points out 5) are the ones who face:

- professional burnout,
- unprofessional management,
- toxicity within the team or from individual colleagues,
- team conflicts,
- poor work-life balance,
- ineffective and not transparent internal communications,
- lack of appreciation.



# Satisfaction With Current Salary And Job

## Benefits and the Desire to Quit

Employees more likely to change jobs in the near future are those who either don't receive bonuses or don't have bonuses that matter to them personally. On the other hand, employees less likely to switch jobs tend to have profit-sharing, project bonuses, or valuable non-financial perks like company housing, corporate events at resorts, employee loyalty programs, discount cards, and interest-free loans.



**Tanja Loktionova**

Founder at Values Value,  
Co-Founder at InGame Job

*"It's clear that the best ways to retain employees are by providing stability and fostering their investment in the company's success. So, it's no surprise that the most motivating benefits are profit-sharing and project bonuses.*

*One consistent finding from our surveys over the years is that monthly bonuses don't work well as motivators because people start to see them as part of their regular salary.*

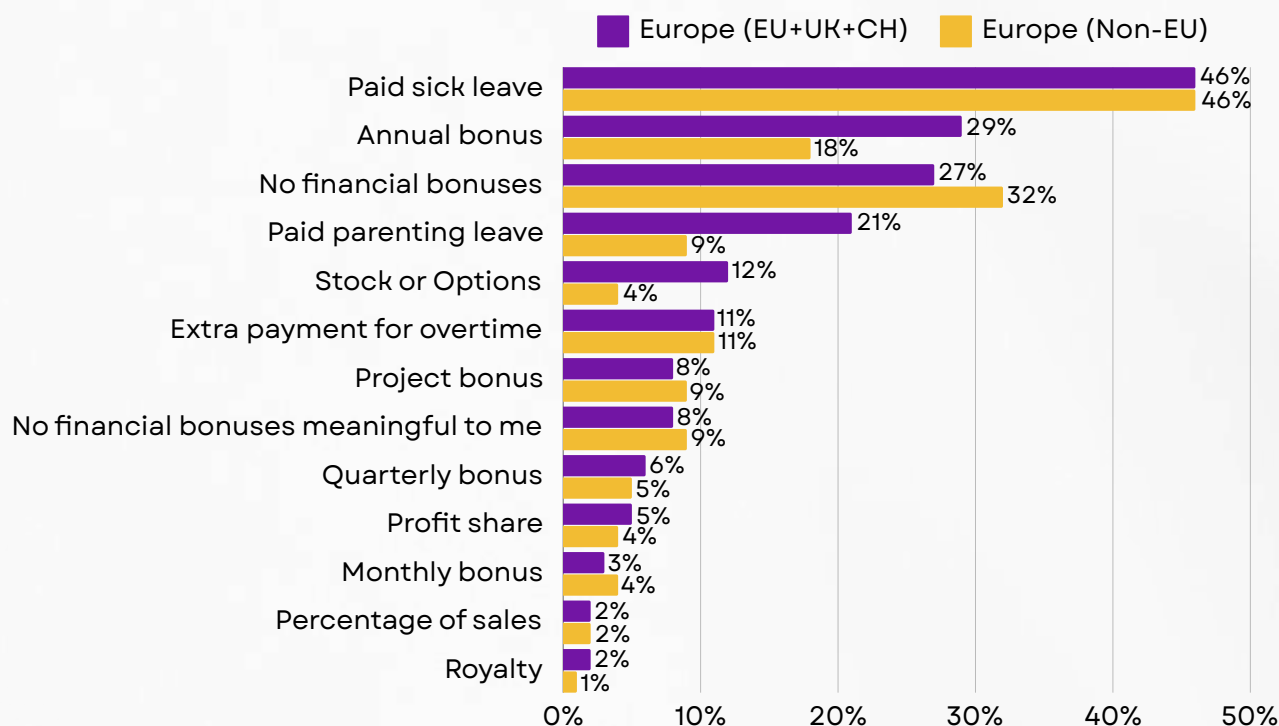
*When it comes to benefits, interest-free loans for buying electronics, cars, and even real estate (in some companies) are highly valued year after year. These are a big help to employees, but I see them not just as direct financial perks, but as a sign of the company's commitment. Companies only offer such benefits if they believe in a long-term relationship and are ready to invest in employees staying for many years, if not decades. For the employee, it's also a sign of the company's stability—after all, they wouldn't offer a 3- or 5-year interest-free loan if they didn't expect to be around long term.*

*Company-provided housing is another strong retention tool, especially since in many countries rent takes up a significant part of an employee's salary. In some places, it can be more than half of what someone earns, so this is a major benefit. Even if it's not a permanent perk, it can greatly enhance a relocation package.*

*I've also thought a lot about why corporate retreats at resorts consistently rank as the top benefit for retention, year after year. This holds true across countries and regions. This benefit always comes out on top. I think it's more than just the chance to go on vacation—it shows the company is willing to celebrate achievements with its employees. It's a signal of long-term commitment and shared success."*

# Compensations and Benefits

FINANCIAL BONUSES, EU VS NON-EU, %



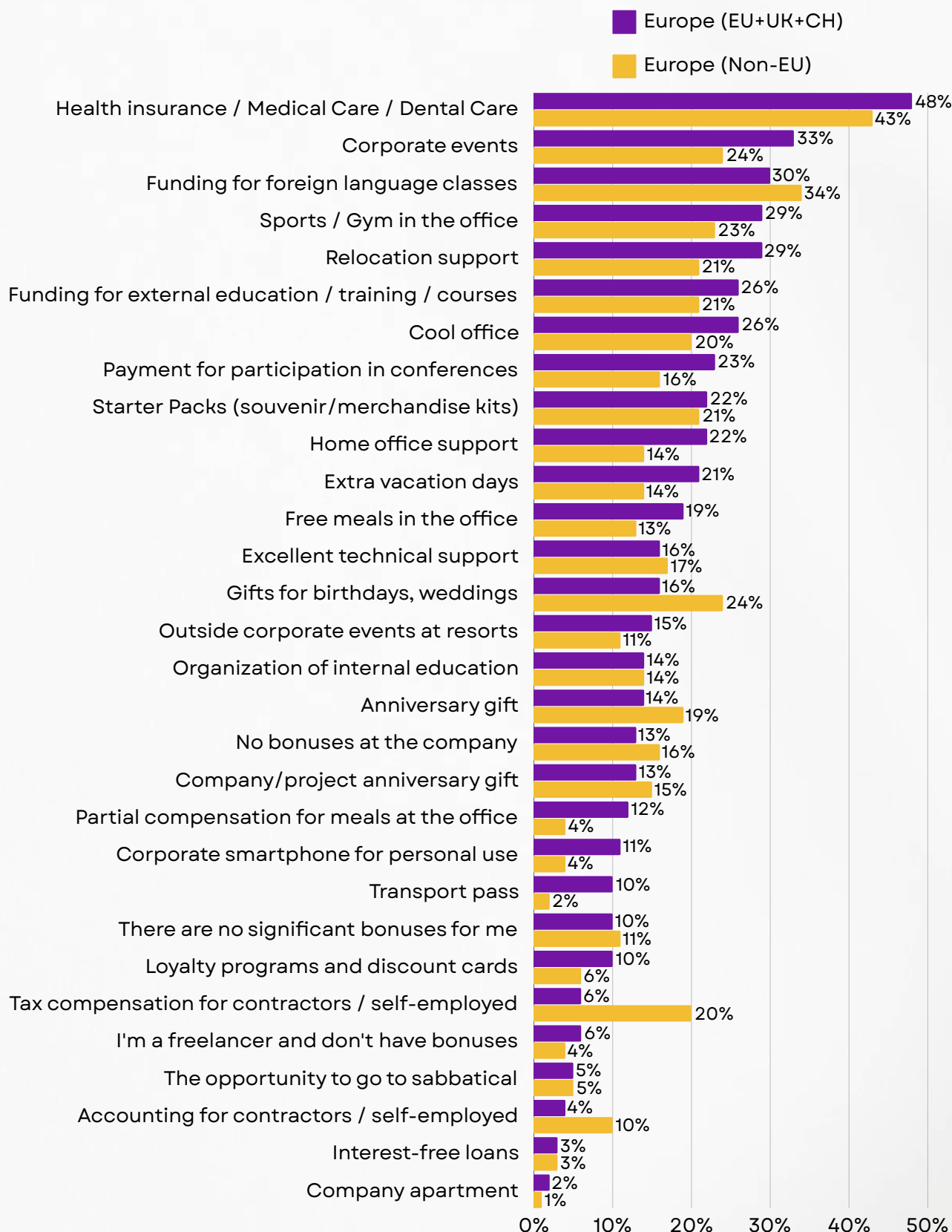
**Alexey Gerasimovich**

Chief Product Officer at  
[Eschatology Entertainment](#)

*“Profit sharing (Royalty, Profit Share, Percentage of Sales) is one of the most effective ways to motivate employees. It’s surprising that the percentage of companies offering this benefit is so low on the chart. How simple the concept is — when employees know that the success of a product can directly impact their earnings, they become more engaged for the long term. The key is to apply the same rule across the entire team. In my view, the fairest approach is for a company to allocate a set percentage of its annual profit to be distributed among all employees based on their individual contribution. This way, employees understand that the better their performance, the higher their reward. In practice, this could be the same total amount you already set aside for Annual, Quarterly, or Monthly bonuses, but with the added benefit of aligning motivation with the company’s success.”*

# Compensations and Benefits

NON-FINANCIAL BONUSES, EU VS NON-EU, %



# Compensations and Benefits



**Alexey Gerasimovich**

Chief Product Officer at  
[Eschatology Entertainment](#)

*“The two charts above highlight the clear leaders — Paid Sick Leave and Health Insurance. Healthcare is something many companies offer, and almost all candidates expect. At Eschatology Entertainment, we believe health is vital, not just for employees but for their families as well. That’s why we have a policy that covers insurance for the entire family and places no strict limits on fully paid sick days.*

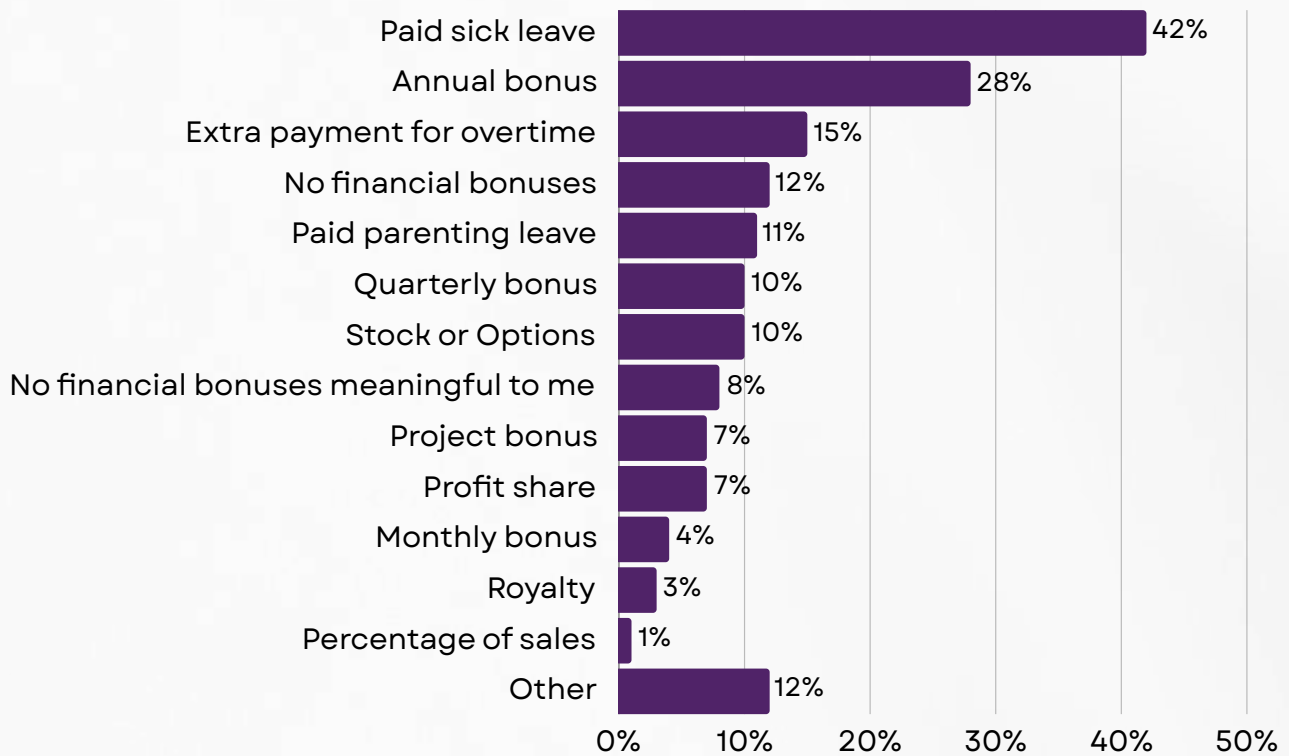
*This provides several benefits: employees can focus on their work, knowing their family will receive proper care if needed, without worrying about what to do in case of illness. Additionally, by not capping sick days (within reason), we show that we trust our employees, which helps build their trust in the company.”*



# Compensations and Benefits

## Cyprus Highlights

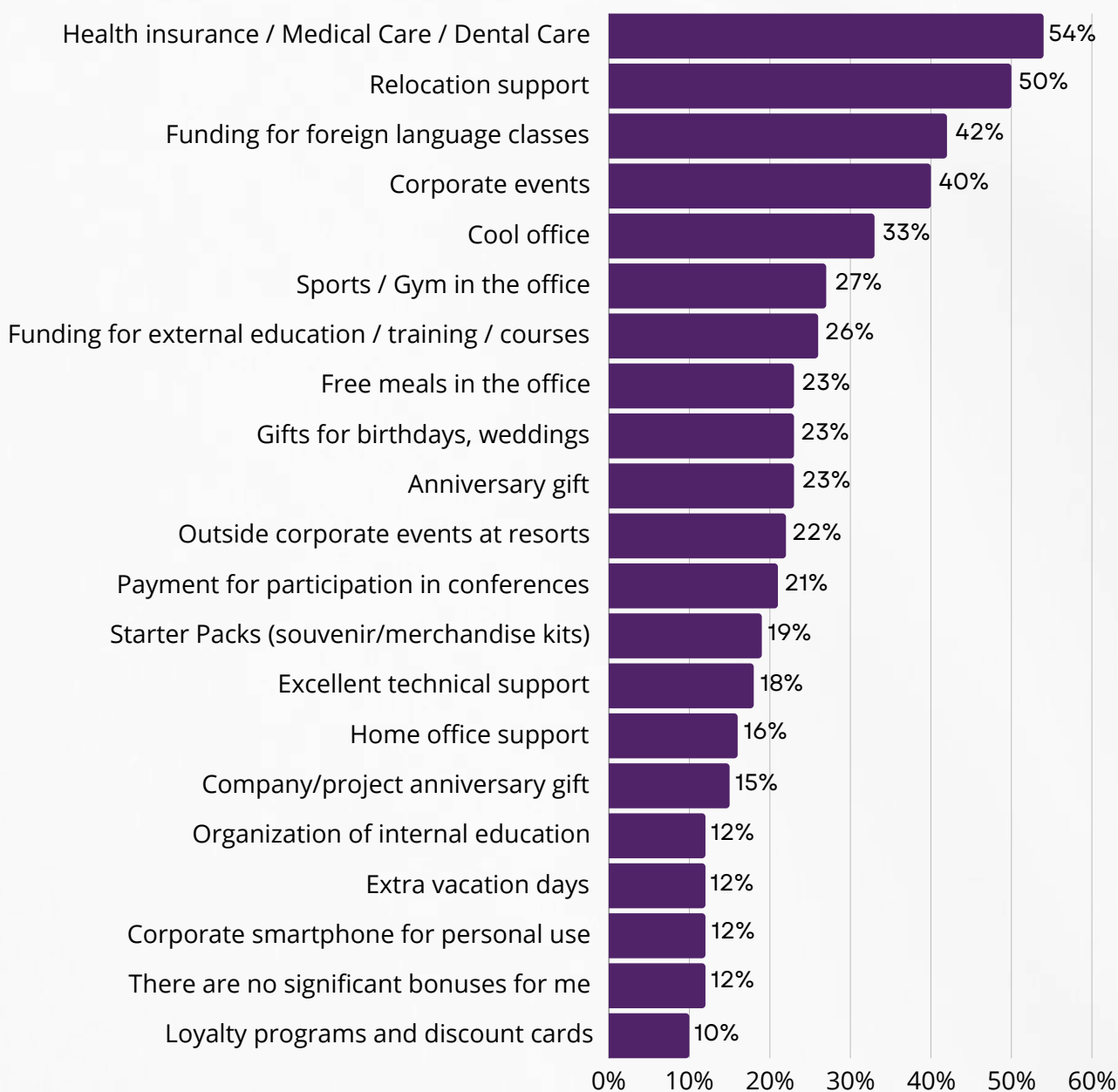
### FINANCIAL BONUSES



# Compensations and Benefits

## Cyprus Highlights

### FINANCIAL BONUSES





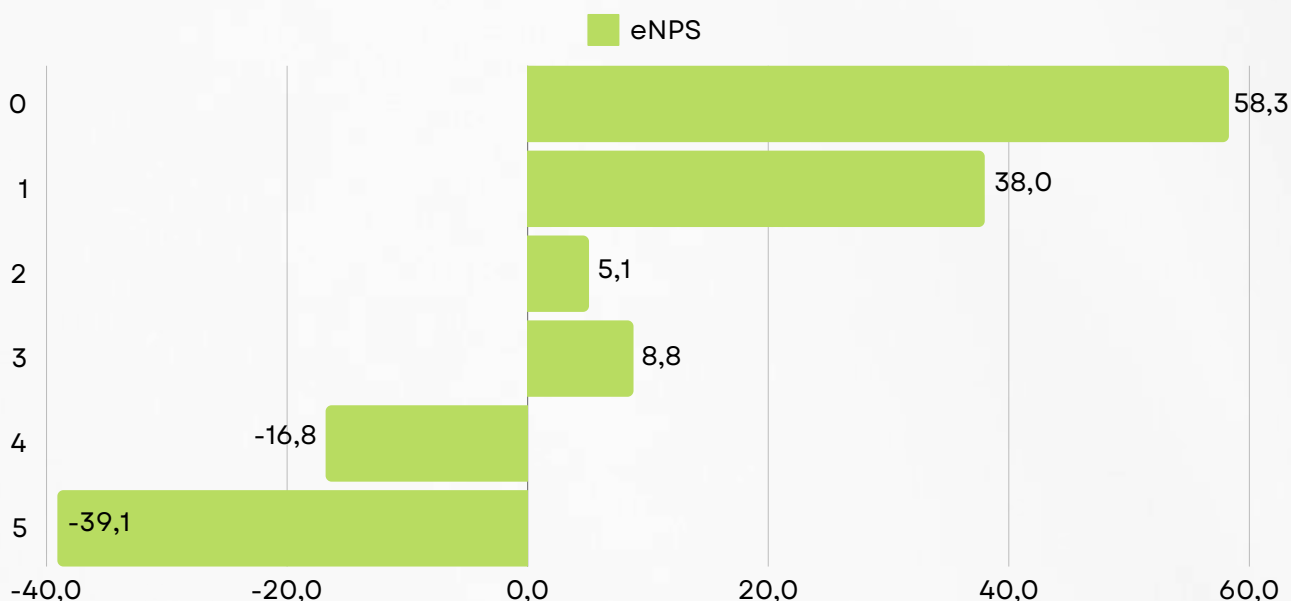
# eNPS: What Makes Employees Loyal & Engaged

eNPS - Employee Net Promoter Score. NPS stands for Net Promoter Score, a metric used in customer experience programmes. NPS measures the loyalty of customers to a company. NPS scores are measured with a single question survey and reported with a number from -100 to +100. A higher score is desirable.

## Why should you trust eNPS?

We asked respondents to rate the likelihood of leaving their job soon on a five-point scale, where 0 means "I have no intention of quitting," and 5 means "I'm already in the process of changing jobs." Then, we analyzed the eNPS across different cohorts. Here's what we found.

### eNPS AND WILLINGNESS TO QUIT THE JOB ON A FIVE-POINT SCALE

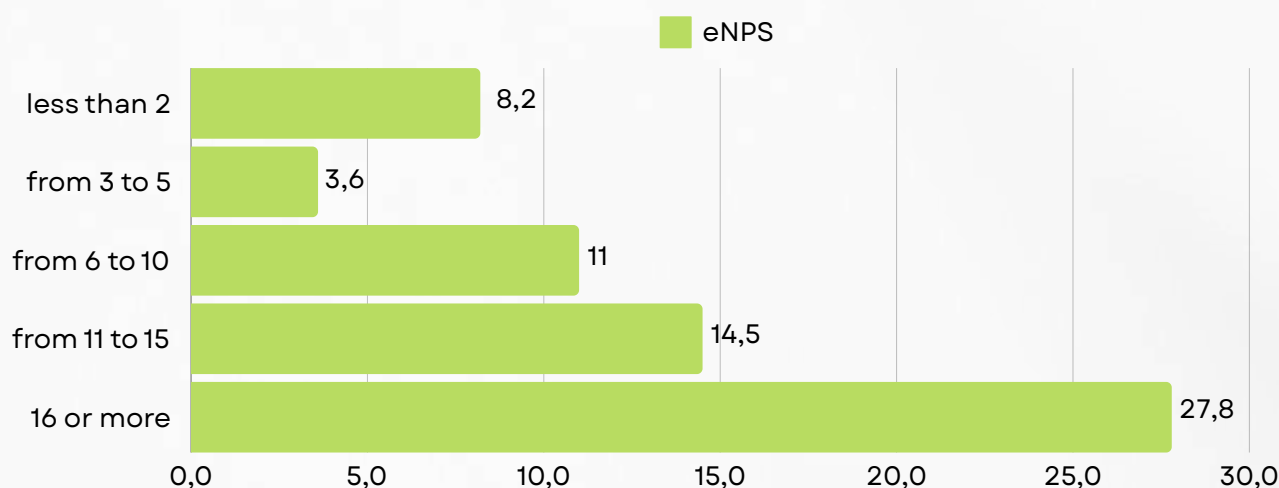


It's clear that the most engaged and loyal employees are not looking to quit. This chart proves that eNPS is a reliable metric to consider.

Below, we'll show the correlations between eNPS and various other factors. In some cases, we will compare the situation with the previous year. If no comparison is provided, it means the situation has changed slightly.

# eNPS: What Makes Employees Loyal & Engaged

## eNPS AND YEARS IN THE INDUSTRY



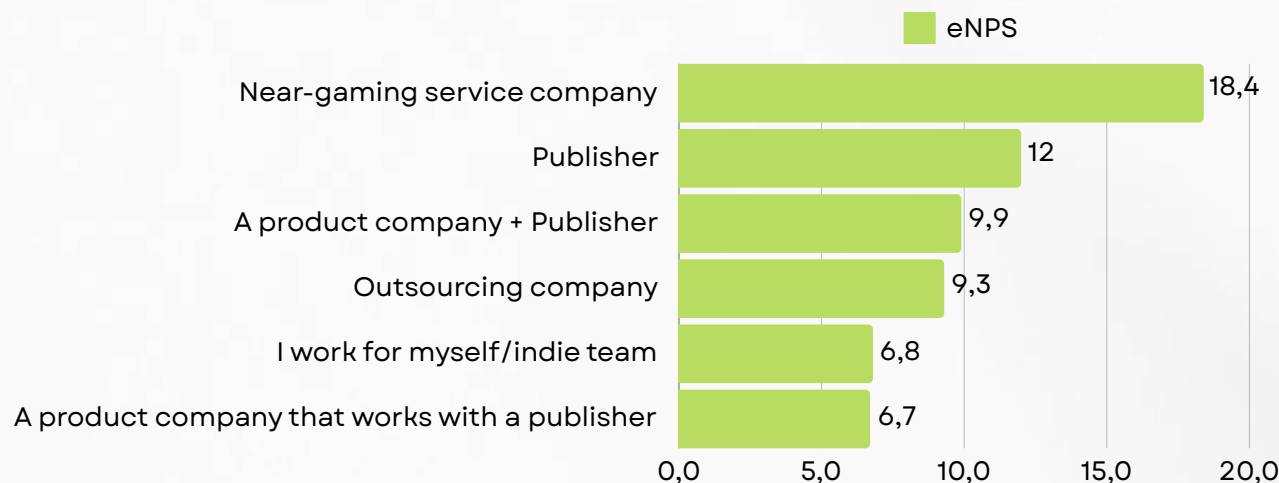
The longer a person works in the gaming industry, the less likely they are to change jobs. Experienced professionals with tenure tend to be more engaged and loyal to their employer. This is not unique to the gaming industry — statistical data tells us that this is a common trend among more seasoned employees. They value stability more, have already established a career path, and often have more family and personal obligations. Therefore, their attitude towards their employer, including their choice of one, tends to be very mature.

In the graph, we see a decline in eNPS within the cohort of professionals who have been working in the industry for 3 to 5 years. This is also understandable: the initial excitement and enthusiasm of junior roles often fades, and people may experience burnout or a professional crisis, leading them to explore new career paths and opportunities. However, this is a reassuring trend — the graph shows that after 6 years in the profession, professionals on average exhibit increasing loyalty to their employer and are more likely to build long-term relationships.

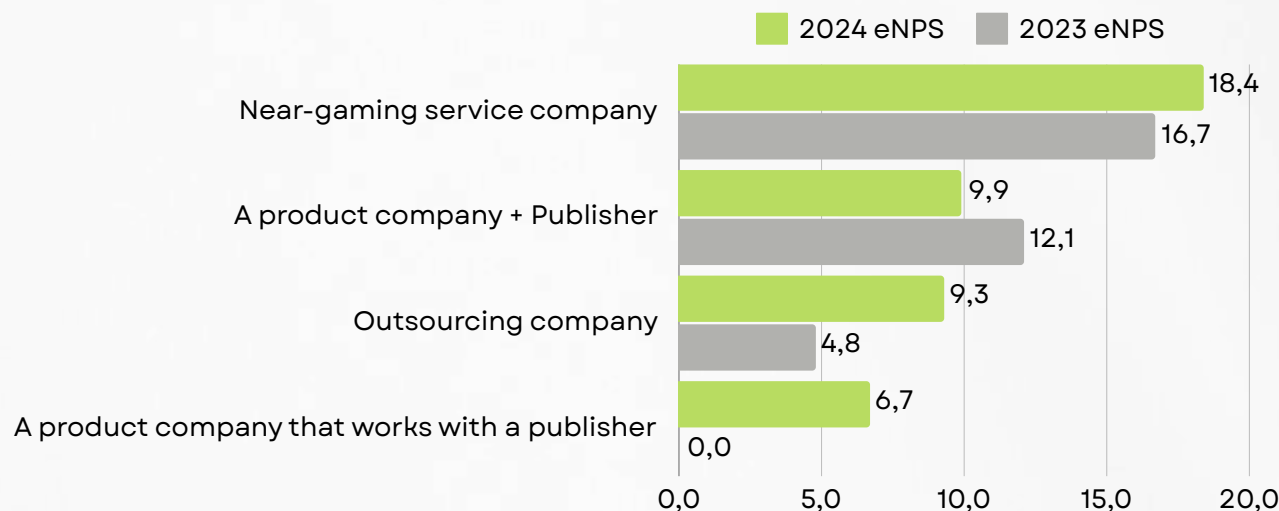


# eNPS: What Makes Employees Loyal & Engaged

## eNPS BY COMPANY TYPE



## eNPS BY COMPANY TYPE, 2024 VS 2023

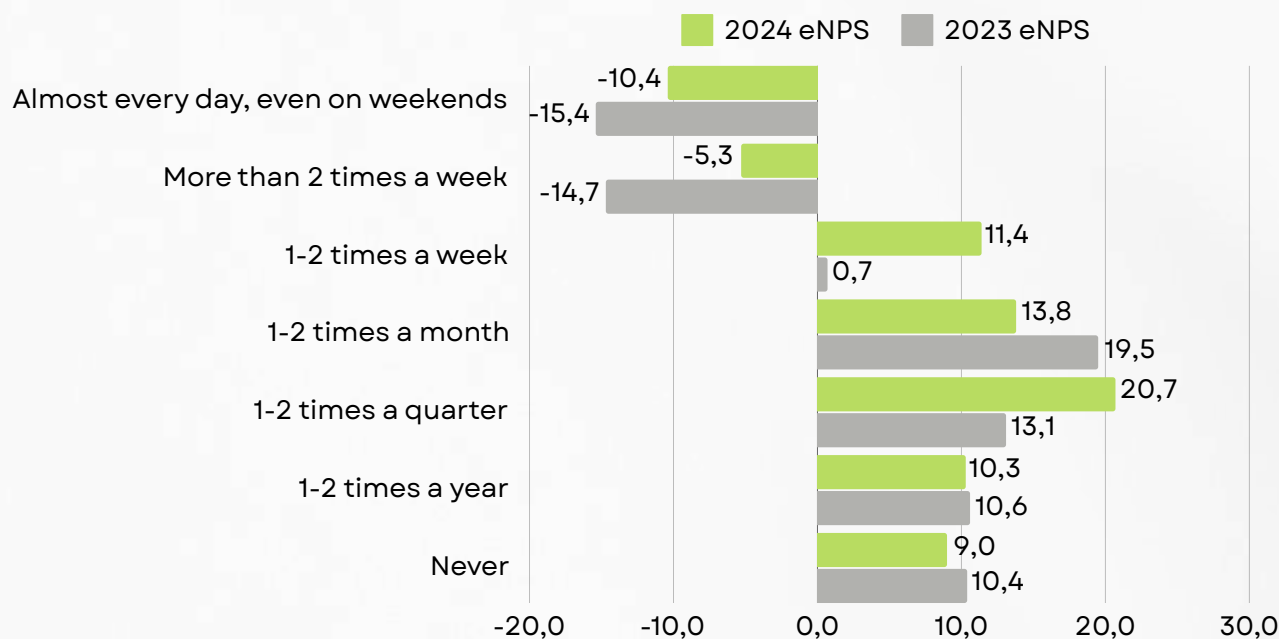


**Katya Sabirova**  
CEO at InGame Job

*"In 2024, outsourcing companies in the game development industry are feeling more confident than they did in 2023, driven by the overall stabilization of the gaming sector and increased demand for their services. Many of these companies have diversified their projects, not only working with major studios but also collaborating on indie games, VR/AR projects, and even the metaverse. This has led to better contracts, more varied work, and increased stability. As a result, employee satisfaction has risen, with eNPS climbing from 4.8 in 2023 to 9.3 in 2024. Workers are more engaged, enjoying improved conditions and more exciting projects."*

# eNPS: What Makes Employees Loyal & Engaged

## eNPS BY OVERTIME FREQUENCY, 2024 VS 2023



**Jelena Kotelova**

HR Generalist at

[Hypercell Games](#) and [HyperVR](#)

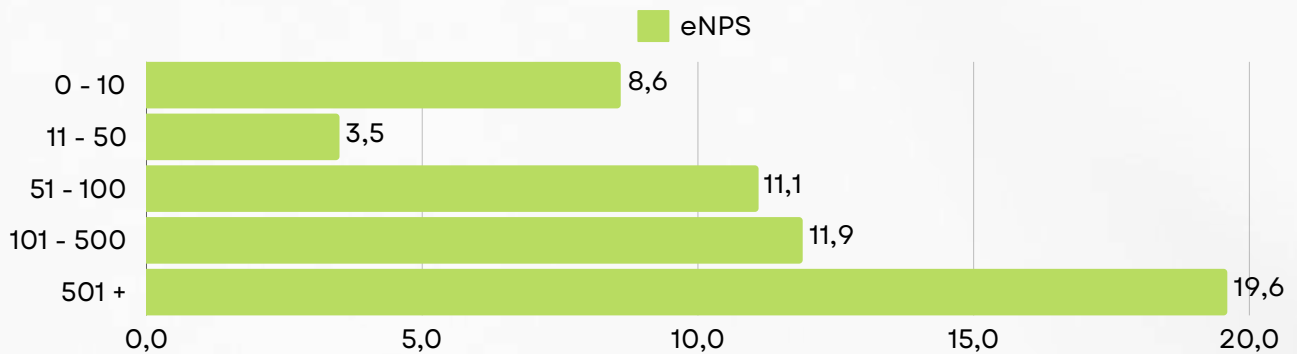
*"In 2024, people seem to have a more positive attitude toward overtime compared to 2023. But why is there an increase in satisfaction this year?"*

*Despite ongoing significant layoffs, market instability, and increased competition in 2024, which might make working overtime seem like a way to maintain job security and stability, there's another factor at play.*

*Many companies are now providing more support to their employees, including mental health support, and assistance with difficult situations. This kind of support is valuable. When companies are transparent about the reasons for working overtime, it tends to increase employee loyalty."*

# eNPS: What Makes Employees Loyal & Engaged

## eNPS BY COMPANY SIZE

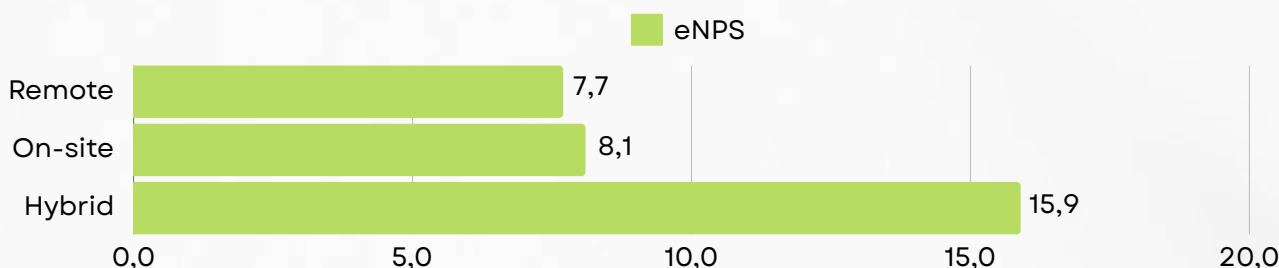


The larger the company, the more mature and structured its processes are. Clear processes — such as salary reviews, transparent grading, career growth pathways, bonus and compensation systems, and a developed HR function — all contribute to employees' well-being, sense of security, and engagement. Therefore, it's not surprising that large companies tend to have the highest eNPS.

Why is eNPS higher in very small companies with fewer than 10 employees compared to those with 11 to 50 employees? In small startups, there is little to no bureaucracy, and each employee sees their direct impact, can take initiative, work independently, and feel part of something big. This typically boosts engagement and loyalty. However, in companies with 11 to 50 employees, these startup advantages may start to fade, while mature processes are not yet in place.

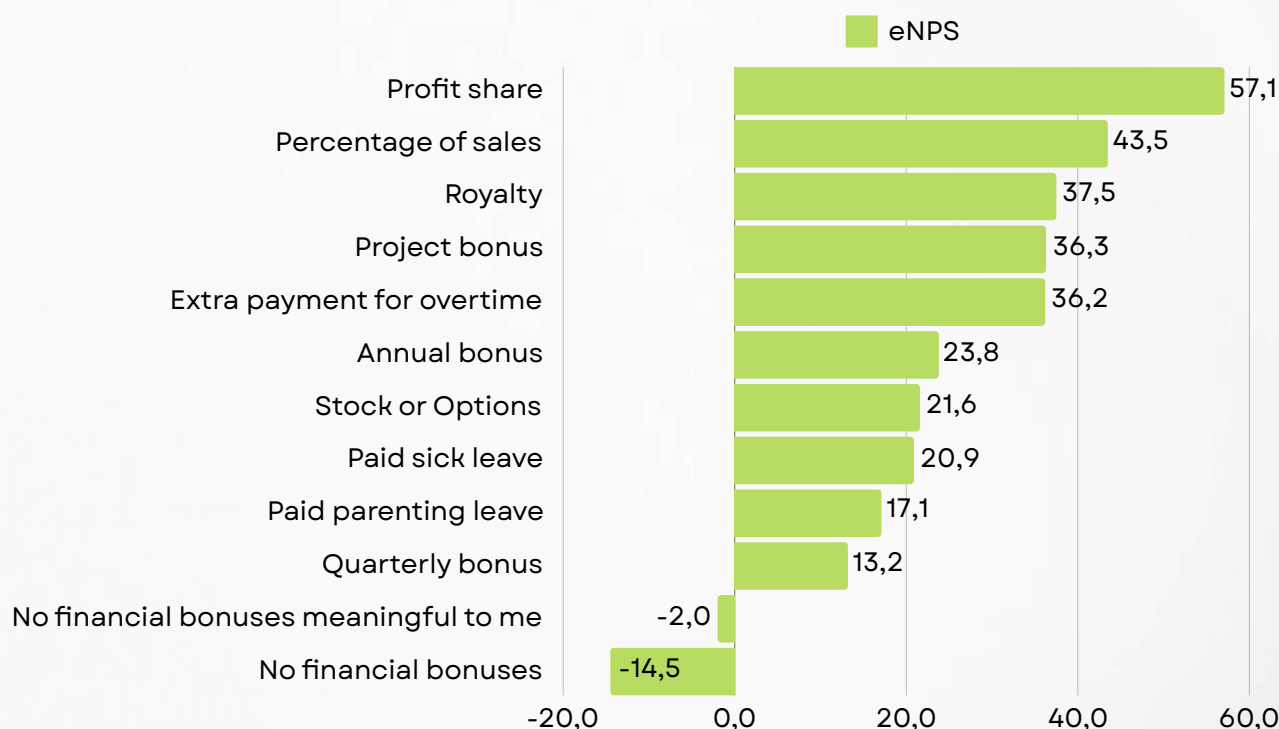
# eNPS: What Makes Employees Loyal & Engaged

## eNPS BY COOPERATION FORMAT



The hybrid work format offers employees the flexibility of remote work combined with the collaborative benefits of being in the office. It supports a better work-life balance, reduces commuting time, and fosters social interaction with colleagues. This increased autonomy allows employees to choose when and where they work, leading to higher productivity, job satisfaction, and overall engagement. As a result, those working in a hybrid model tend to show greater loyalty to their employer and are more motivated in their roles.

## eNPS BY FINANCIAL BONUSES



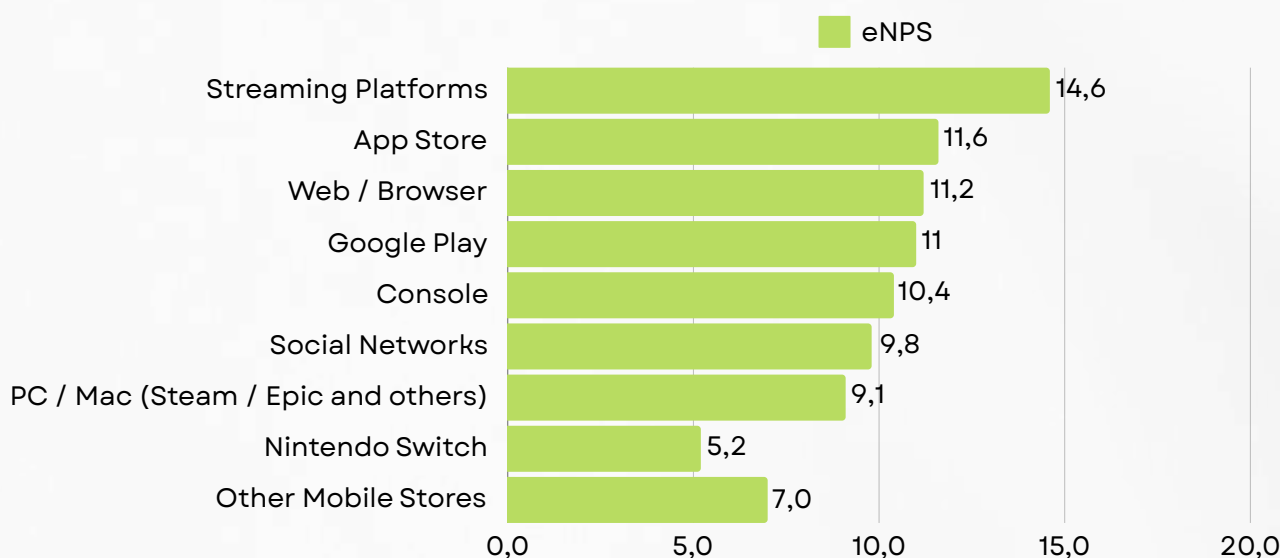
# eNPS: What Makes Employees Loyal & Engaged

## eNPS BY NON-FINANCIAL BONUSES

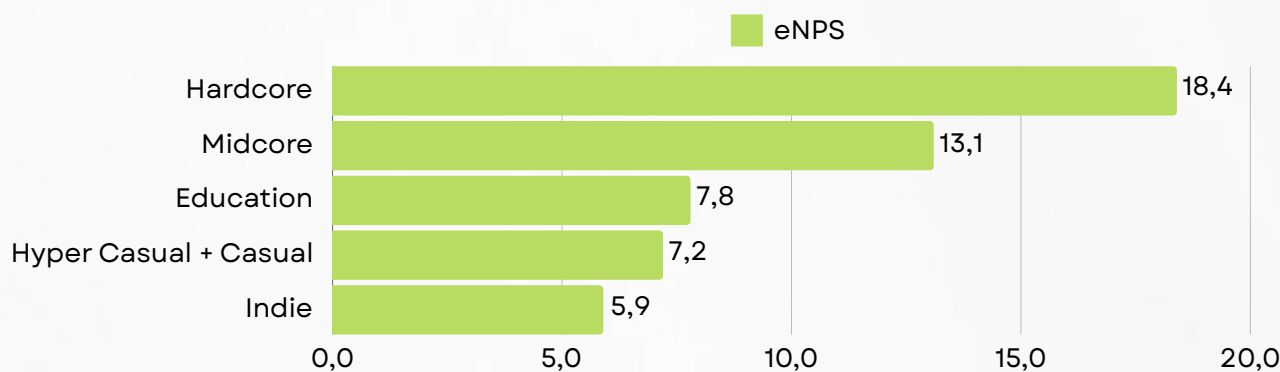


# eNPS: What Makes Employees Loyal & Engaged

## eNPS AND PLATFORMS



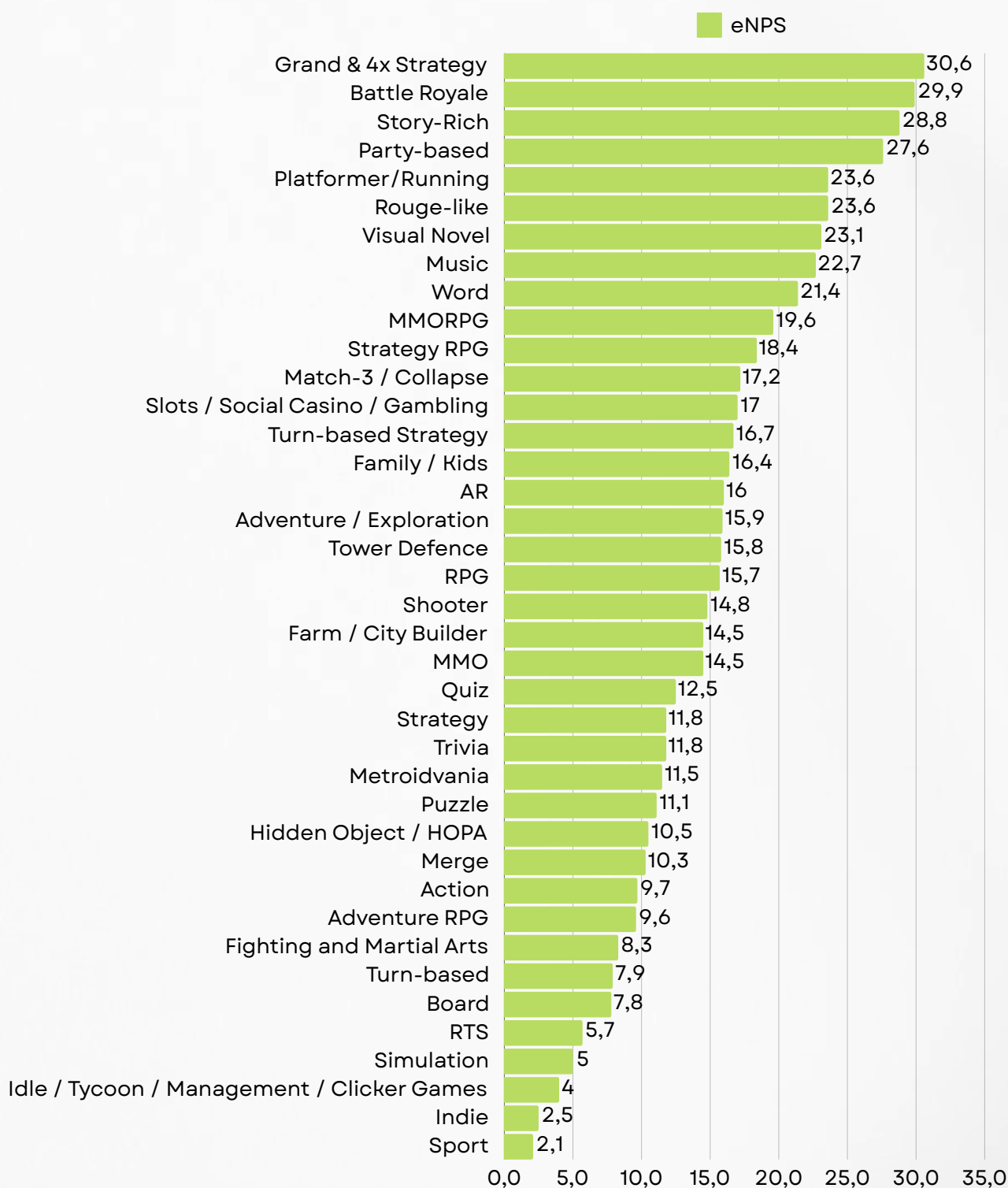
## eNPS BY CATEGORY OF CURRENT PROJECT



30

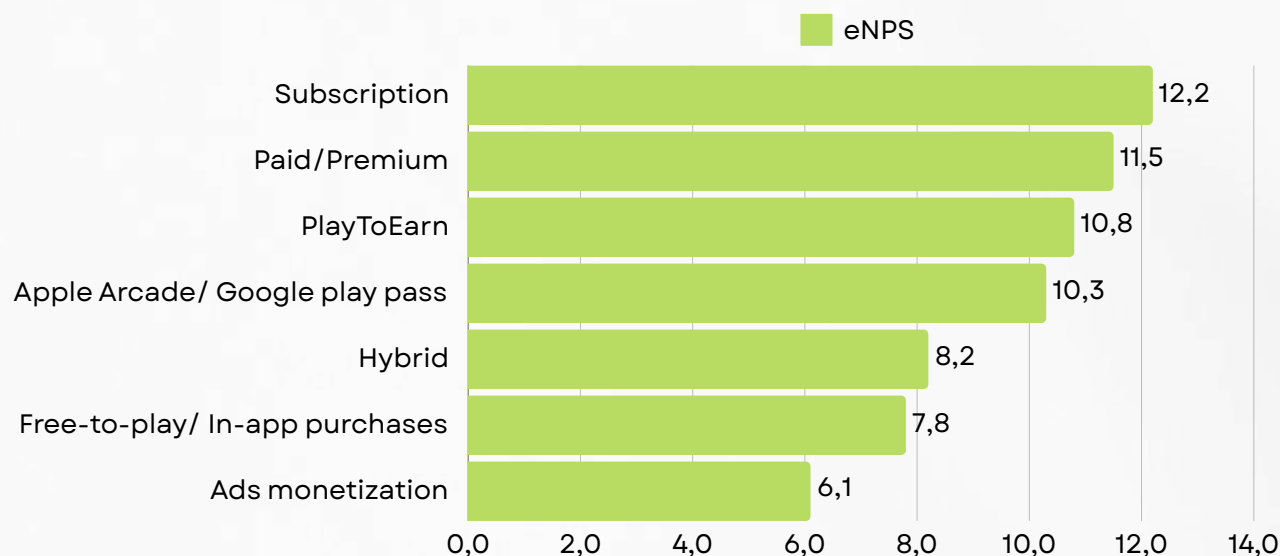
# eNPS: What Makes Employees Loyal & Engaged

eNPS BY GENRE OF CURRENT PROJECT



# eNPS: What Makes Employees Loyal & Engaged

## eNPS BY TYPE OF MONETIZATION





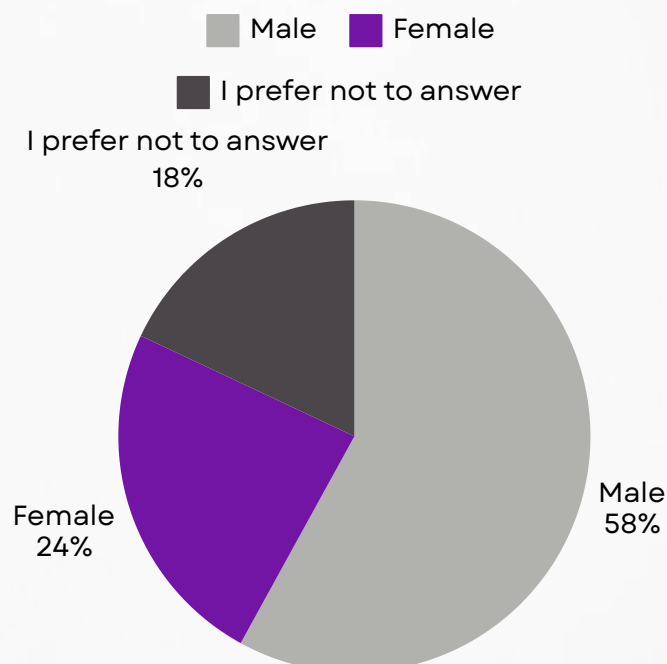
# Gender Pay Gap

The gender pay gap refers to the difference in wages between men and women working in video game development. This issue is part of the broader problem of gender inequality, and despite efforts to increase inclusivity in the industry, the pay gap between genders remains a significant topic.

Main causes of the gender pay gap in the games industry:

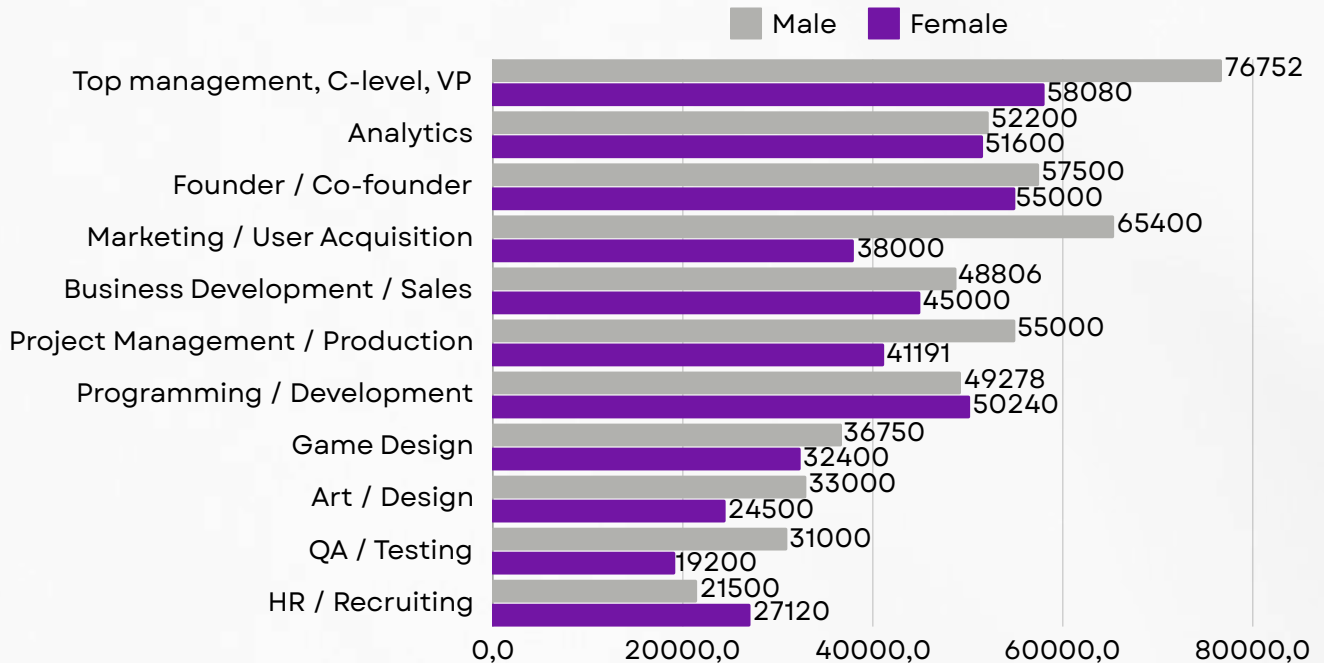
- **Underrepresentation of women:** Women make up a minority in the gaming industry. According to various data, the proportion of women in game development ranges between 20-30%, which is lower compared to other tech sectors. The audience of our survey shows the same proportions.
- Women are even **less represented in top management and leadership positions**, which also affects their overall salary levels.
- **Stereotypes and discrimination:** There are entrenched stereotypes in the gaming industry that games are a "man's" domain, and women face discrimination in hiring or promotion. This can result in fewer opportunities for career advancement and, consequently, lower salaries.
- **Limited access to technical roles:** Women are often underrepresented in high-paying technical roles such as developers, programmers, and designers and are more frequently found in lower-paying fields like marketing, PR, and HR. This contributes to the wage gap between genders.

## RESPONDENT GENDER DISTRIBUTION

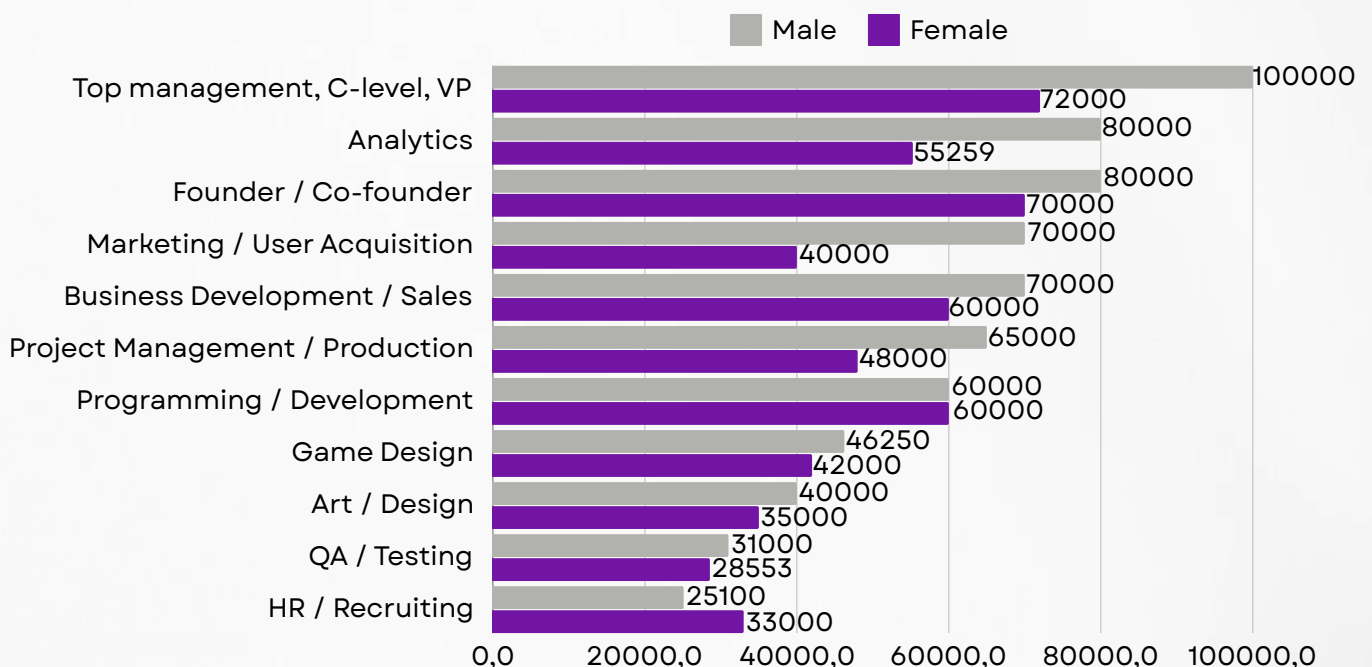


# Gender Pay Gap

## REAL SALARIES BY MALE AND FEMALE



## DESIRABLE SALARIES BY MALE AND FEMALE



We've been noticing for several years now that women almost always indicate desired salaries lower than those actually earned by men. For example, male analysts state a desired salary 54% higher than their current one, while their female colleagues indicate a desired salary only 7% higher than their current one.

# Gender Pay Gap



**Dr Marie-Claire  
Isaaman**

CEO at [Women in Games](#)

## **CLOSING THE GENDER PAY GAP IN GAMES: A CALL TO ACTION**

*“Despite the games industry's immense growth and influence over the past few decades, it has long grappled with a pervasive issue: the gender pay gap. This disparity, which persists despite advancements in gender equality in other sectors, is a stark reminder of the systemic barriers that women face in the games industry.*

*One of the primary reasons for this pay gap is the under-representation of women in leadership roles. Studies have consistently shown that women are more likely to be concentrated in lower-paying positions, such as PR, HR or marketing. This lack of representation at the top levels of the industry means that women often have fewer opportunities for career advancement and higher salaries.*

*Moreover, unconscious bias and stereotypes continue to play a significant role in perpetuating the gender pay gap. Women in games are often subjected to harmful stereotypes and microaggressions that can hinder their career progression, or simply cause them to leave the industry. These biases can lead to women being undervalued and underpaid for their work, even when they are performing at the same level as their male counterparts.*

*One of Women in Games' Priority Spheres of Action is: Focusing on Fairness: equity & parity of pay & opportunity. You can read more about Women in Games' missions and goals in our Manifesto [here](#).*

*And to address the gender pay gap in games, a multifaceted approach is necessary.*

*First and foremost, companies must prioritise diversity and inclusion initiatives. This includes implementing equitable hiring practices, providing mentorship programmes for women, and creating a supportive work environment that is free from discrimination and harassment.”*

# Gender Pay Gap



**Dr Marie-Claire  
Isaaman**

CEO at [Women in Games](#)

*“The Women in Games Guide: Building A Fairer Playing Field provides loads of advice. It’s free to download [here](#).*

*Second, it is essential to challenge and dismantle harmful stereotypes and biases within the industry. This can be achieved through education and awareness campaigns, as well as by promoting positive role models of women in gaming.*

*Additionally, companies should consider implementing unconscious bias training for their employees to help them recognise and overcome their own biases.*

*Third, transparency and accountability are crucial in addressing the gender pay gap.*

*Companies should publicly disclose their gender pay gap data and take steps to close it. This transparency can help to hold companies accountable and encourage them to take meaningful action to address the issue.*

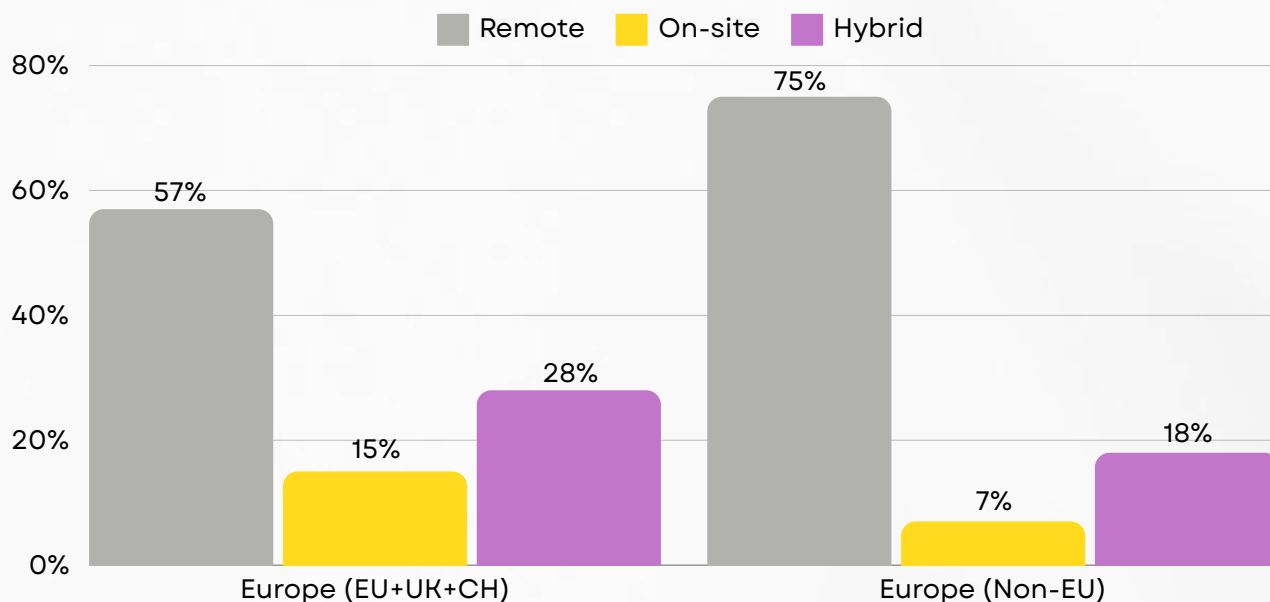
*Finally, it is important to recognise that closing the gender pay gap is not solely the responsibility of individual companies. Governments, educational institutions, and Industry organizations also have a role to play. Governments can implement policies that promote gender equality in the workplace, such as mandatory gender pay gap reporting. Educational institutions can offer programmes and resources to support women in pursuing careers in gaming. And industry organizations can work with Women in Games and help us to advocate for greater diversity and inclusion within the sector.*

*The gender pay gap in games is a complex issue that requires a concerted effort from all stakeholders. By implementing effective diversity and inclusion initiatives, challenging harmful stereotypes, promoting transparency and accountability, and leveraging the support of governments, educational institutions, and industry organizations, we can create a more equitable and inclusive gaming industry for all.  
The time to act is now.”*

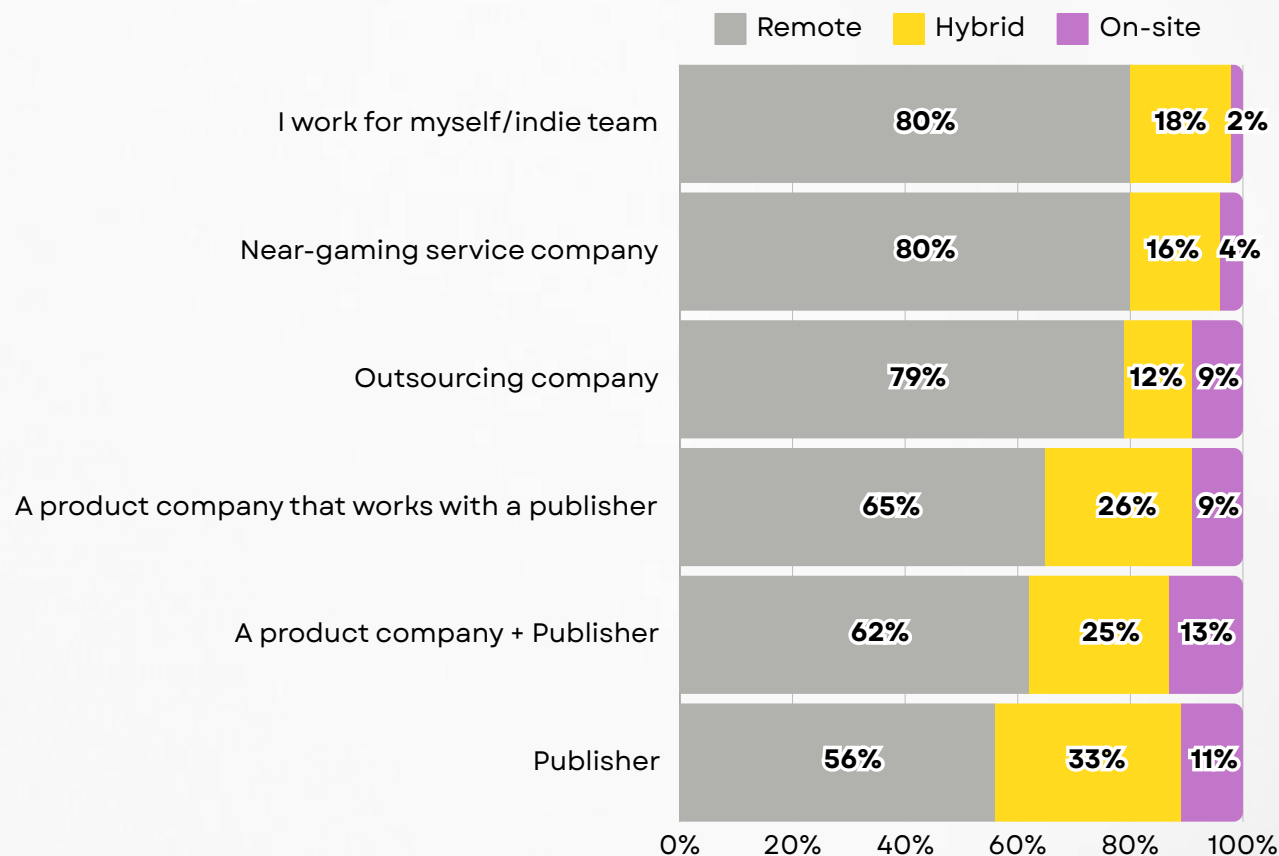
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# Work Arrangement Trends

## EUROPE VS NON-EU BY JOB FORMAT



## COOPERATION FORMAT BY COMPANY TYPE



# Work Arrangement Trends



**Kirill Goncharik and  
Petr Lagun**

CEO and CDO at [Jam Style](#)

*“At [Jam Style](#), we have consciously chosen a flexible and distributed work format. Our office in Montenegro serves more as a coordination center, while the majority of our team works remotely from various parts of the world.*

*According to the research presented in the graphs, remote work is becoming increasingly common. This is especially evident in Non-EU Europe, where 75% of respondents work remotely. For us, this is not just a statistic, but a confirmation of the correctness of our chosen path. We see that remote work offers several advantages that significantly impact the efficiency and quality of our product.*

*The advantages of a distributed team include multiculturalism and internationality as drivers of innovation, flexibility, and access to the best candidates.*

*One of the key benefits of remote work is the ability to attract specialists with diverse experiences, cultural backgrounds, and perspectives. The multicultural nature of our team enriches our work process, brings fresh ideas, and fosters a more creative approach to game development.*

*The opportunity to work with talent from different countries allows us to build a truly strong team. We are not limited to the local job market, but instead, we seek professionals with diverse skills and experience worldwide. Additionally, a flexible work schedule and the ability to work from anywhere make us more attractive to talented specialists who value a healthy work-life balance. Our experience shows that this flexibility leads to higher motivation and productivity within the team.*

*Remote work can be isolating, so we strive to create a sense of community and mutual support. Virtual team-building activities, casual “coffee chats,” and training sessions help us maintain high levels of engagement and employee satisfaction. We actively encourage and welcome the sharing of knowledge and experiences within the team.”*



# Work Arrangement Trends



**Kirill Goncharik and  
Petr Lagun**

CEO and CDO at [Jam Style](#)

*"In addition to virtual meetings, we hold periodic offline gatherings where team members come to our office in Montenegro. These events help strengthen personal connections, which, despite the advantages of online communication, are an important element of effective collaboration. These offline meetings give the team a sense of belonging to something bigger, energizing and motivating them for further work."*

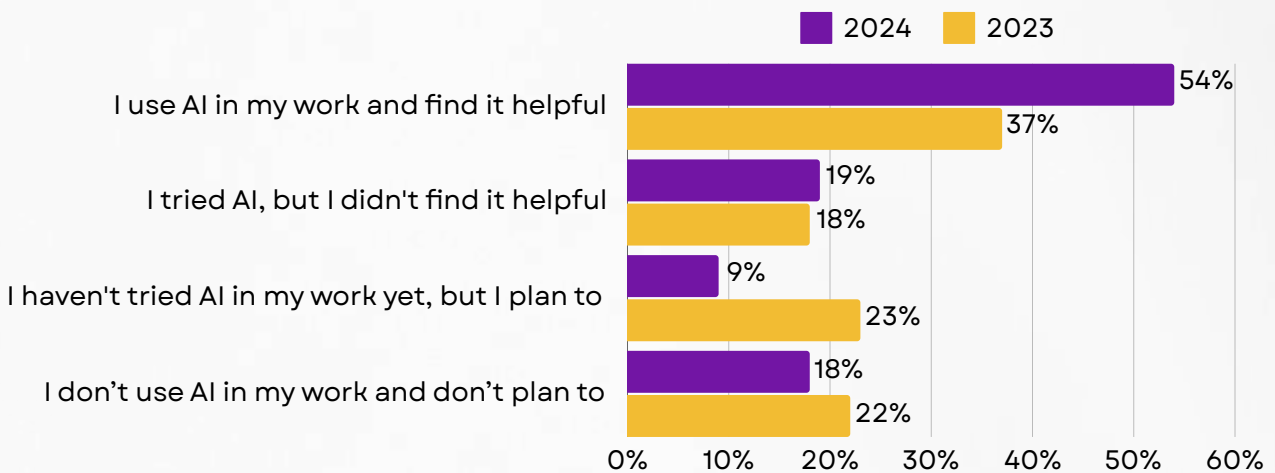
*The results of our approach speak for themselves. In recent years, Jam Style has significantly expanded not only its audience but also its team. Naturally, with this growth, our revenues have increased as well. We see that remote work is not only feasible but also highly effective when approached correctly.*

*Flexible work formats are not just a temporary trend driven by the pandemic or technological progress. They are a strategic tool that allows companies in the gaming industry to remain competitive, innovative, and successful. At Jam Style, we plan to continue developing this approach, implementing new tools and methods to support our remote and multicultural team. We are convinced that this approach is the future and look forward to sharing our experience and knowledge with other companies aiming for success in this dynamic industry."*

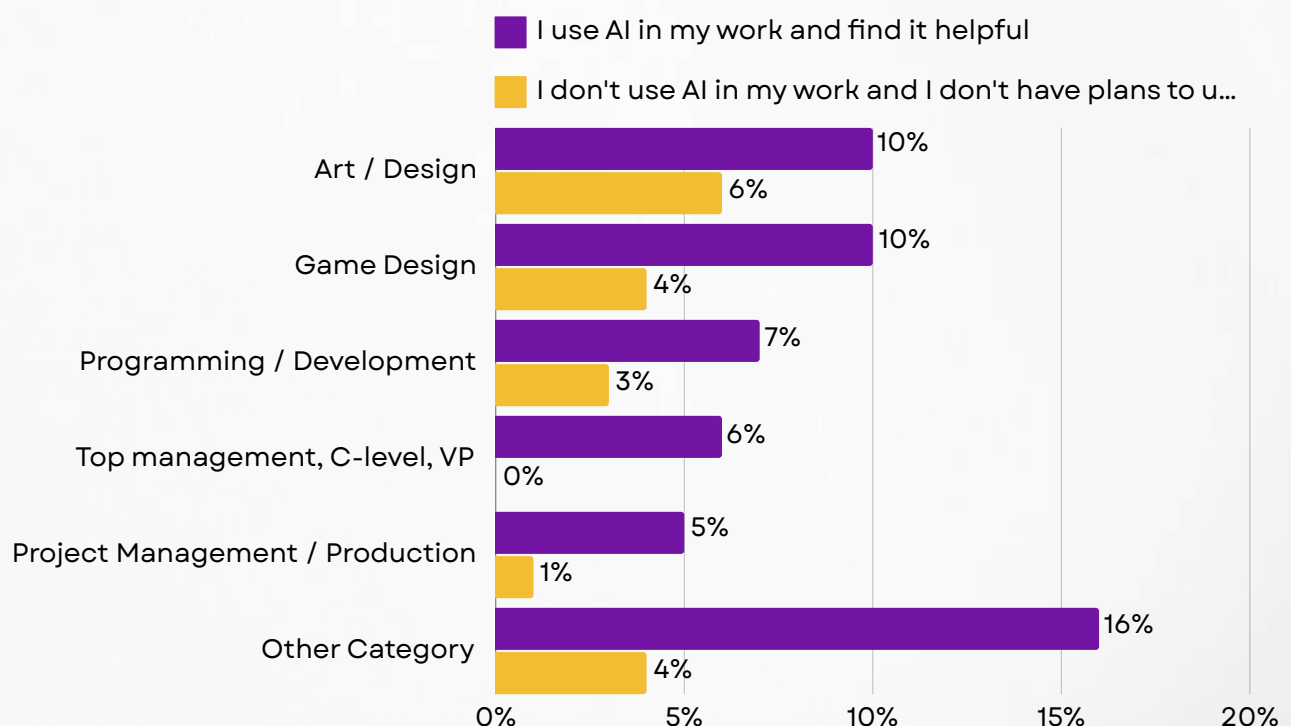
# AI Adoption

Over the past year, we've seen a significant shift in how professionals view AI. The number of people using AI in their daily tasks and finding it helpful has grown by 17%, while the percentage of those who have never used AI has dropped by 14%. There's also been a slight decrease in the number of people who don't plan to use AI at all. It seems that skepticism toward new technology is fading. In fact, 77% of respondents believe AI won't take their jobs, and more people are learning to use AI to their benefit.

## AI USAGE COMPARISON 2023 VS 2024



## AI ADOPTION BY PROFESSION 2024



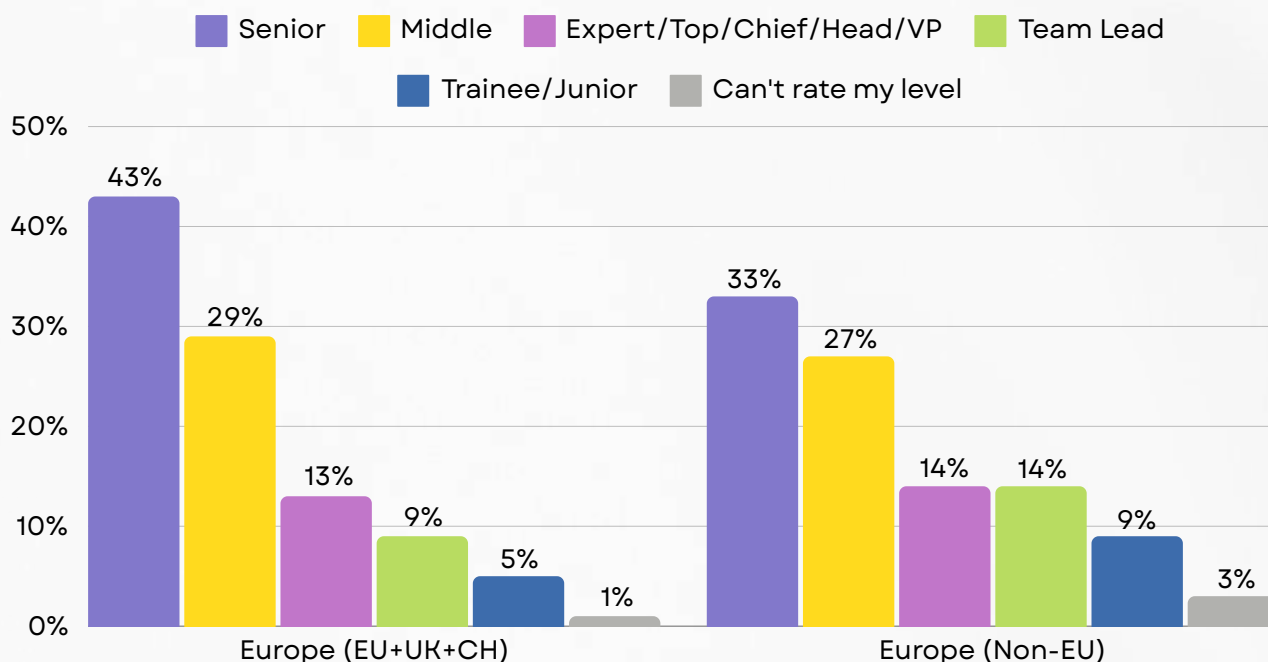


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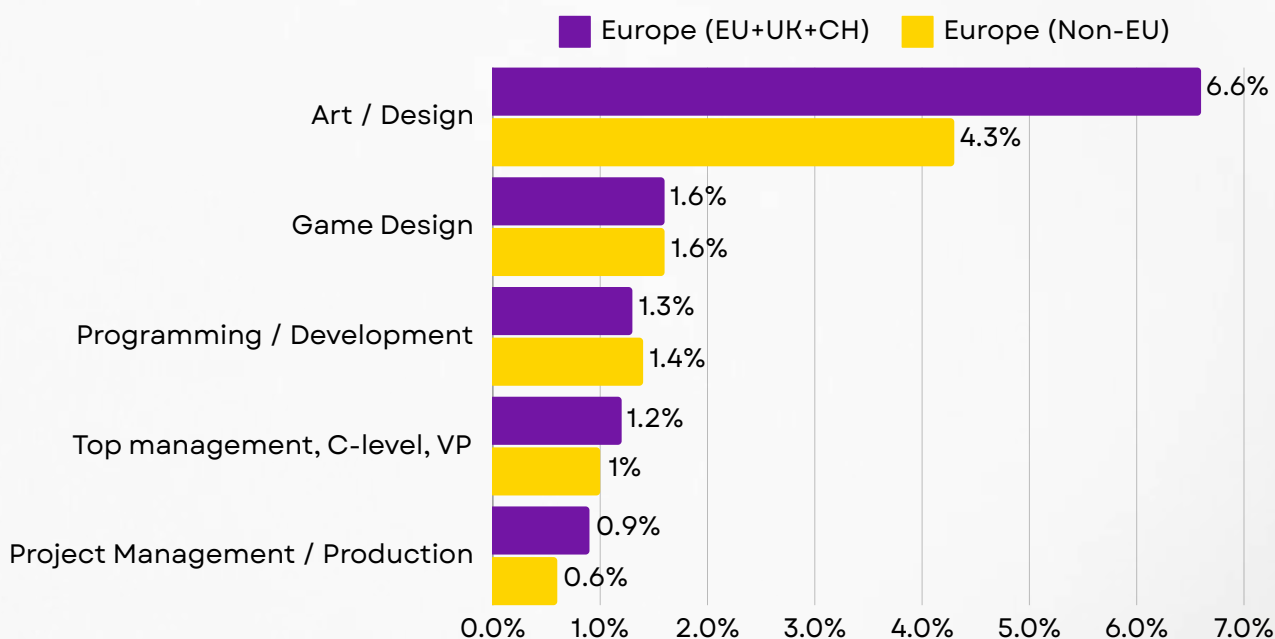
# Freelance and Pet Projects: Extra Income Beyond Full-Time Jobs

## Who works freelance?

### EUROPE VS NON-EU FREELANCERS



### TOP 5 FREELANCE PROFESSIONS: EU (UK & CH) VS NON-EU

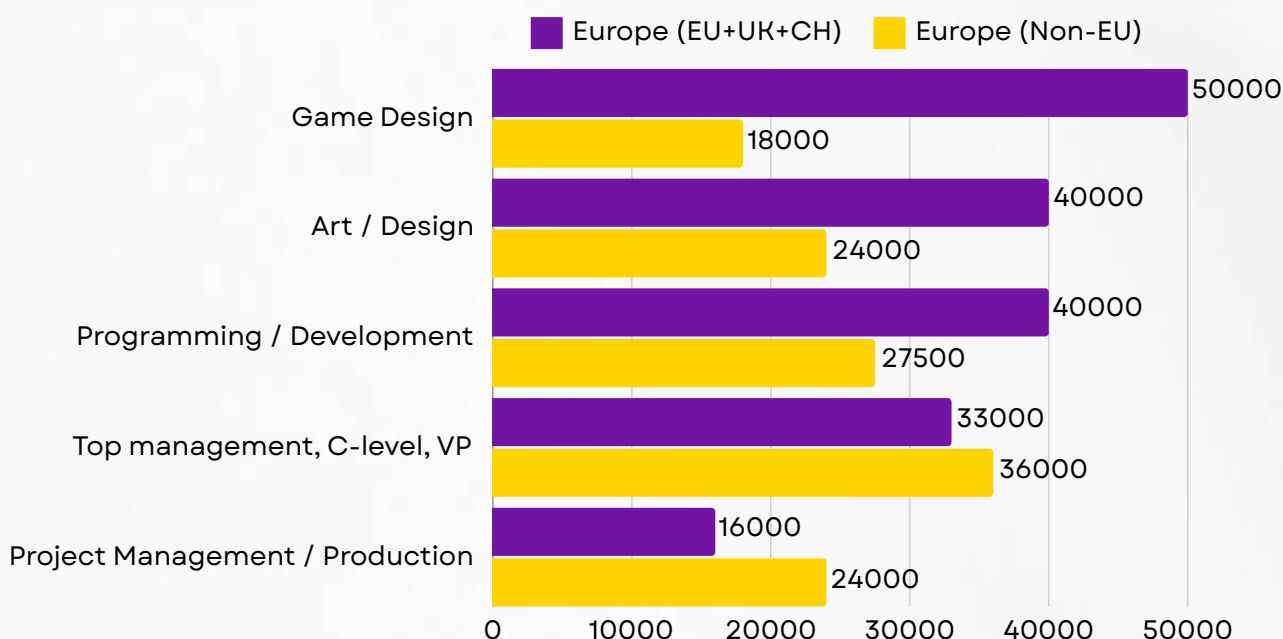


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# Freelance and Pet Projects: Extra Income Beyond Full- Time Jobs

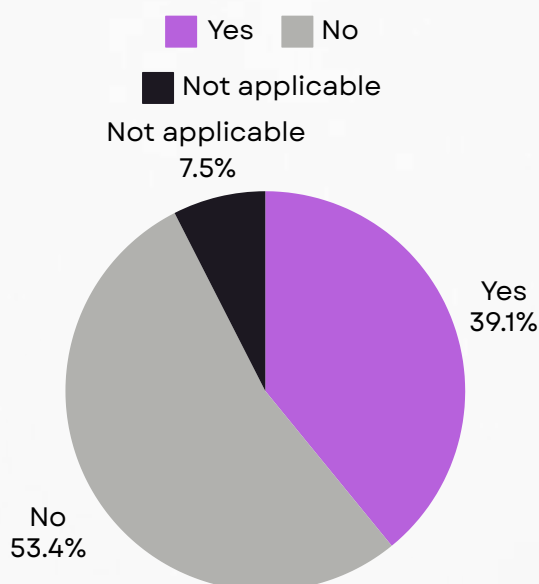
How much do specialists earn from freelance work?

MEDIAN FREELANCE EARNINGS, EUROPE VS NON-EU, MIDDLE LEVEL



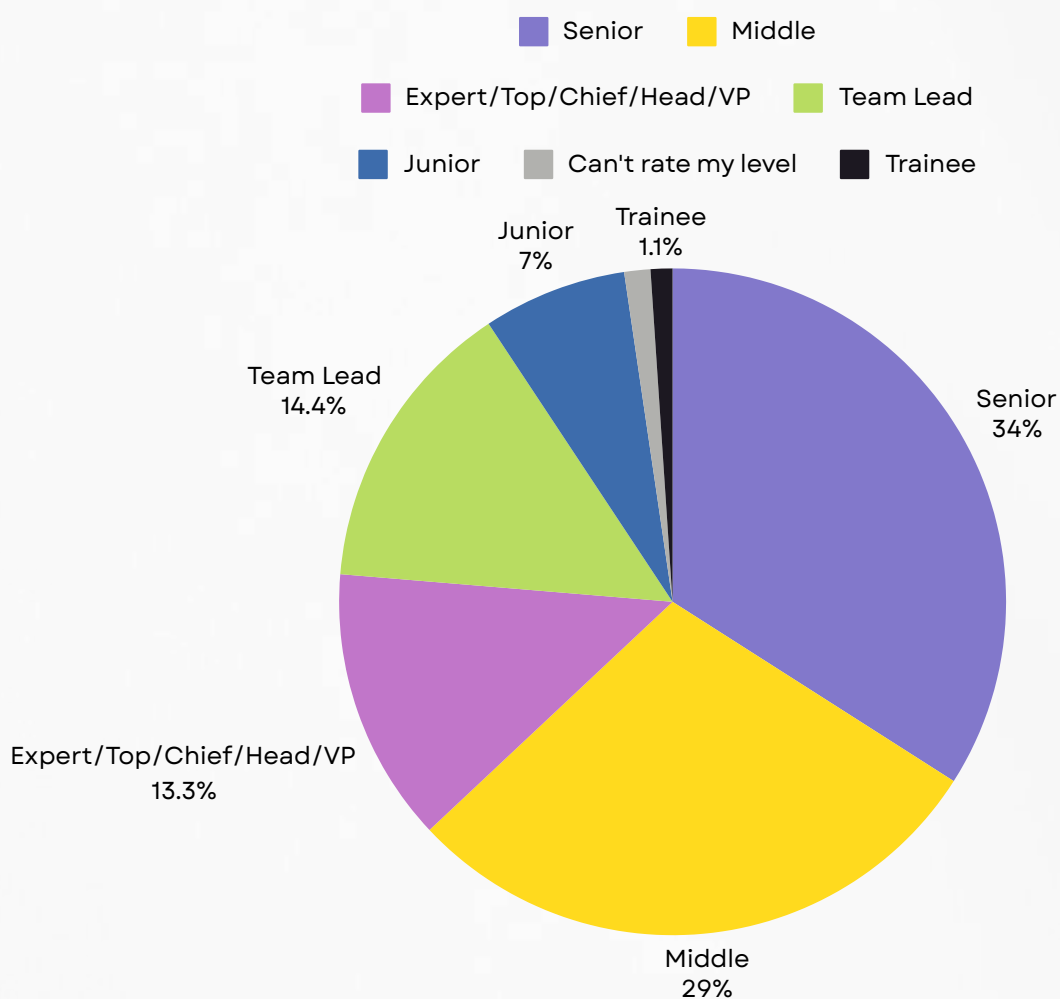
Who has pet projects?

DO YOU HAVE A PET PROJECT?



# Freelance and Pet Projects: Extra Income Beyond Full- Time Jobs

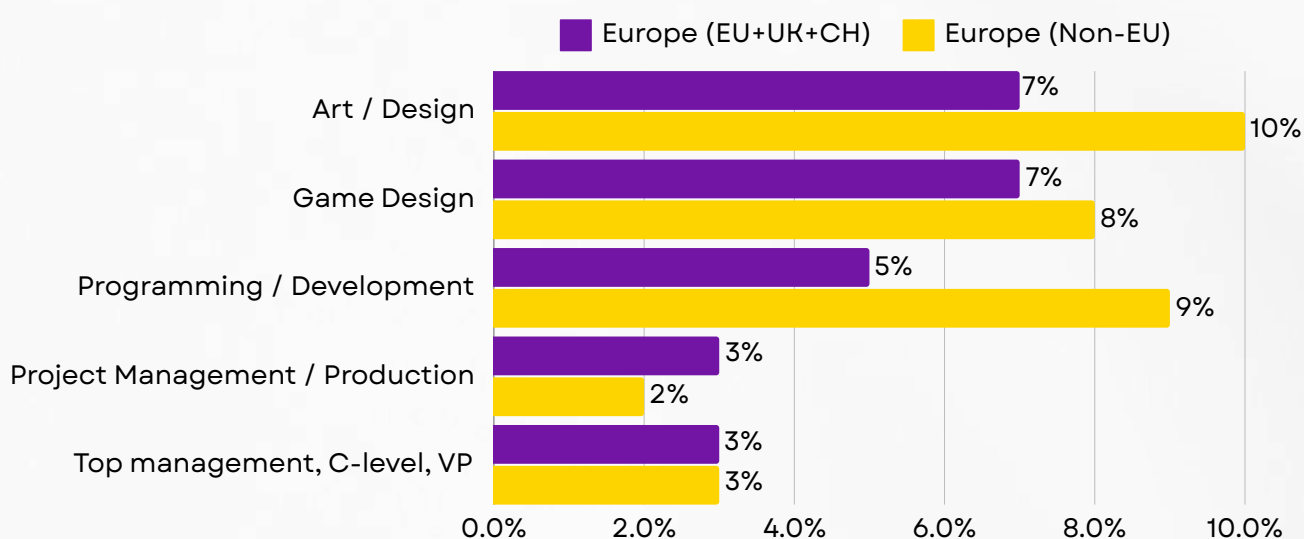
PROPORTION OF RESPONDENTS WITH PET PROJECTS BY LEVEL



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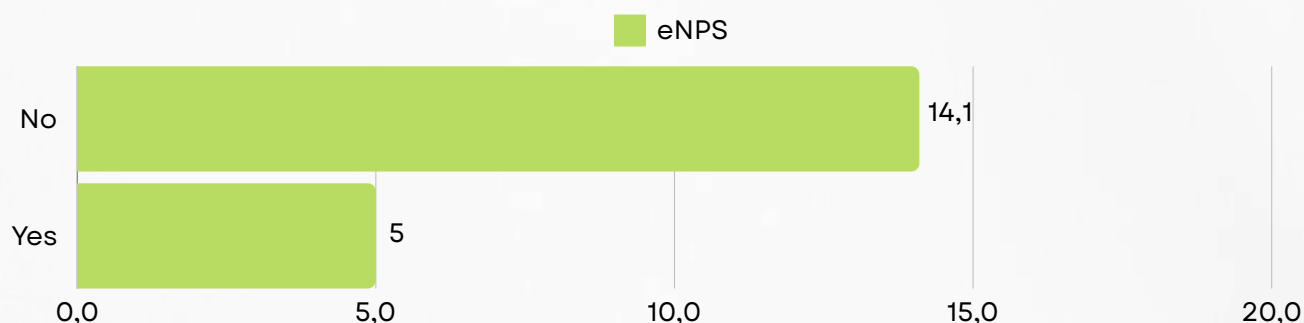
# Freelance and Pet Projects: Extra Income Beyond Full-Time Jobs

## TOP 5 PROFESSIONS WITH PET PROJECTS: EUROPE VS NON-EU



## How engaged and loyal to their employer are those who have pet projects?

### eNPS, I HAVE A PET PROJECT / I DON'T HAVE A PET PROJECT



# Freelance and Pet Projects: Extra Income Beyond Full- Time Jobs



**Tanja Loktionova**

Founder at Values Value,  
Co-Founder at InGame Job

*“One of the standout findings for me in this report is the Pet Projects question. Nearly 40% of respondents have their own projects, which highlights the passion in the industry — many are creating games both at work and in their free time. However, this could also point to dissatisfaction with their current roles, whether it's the genre, platform, or employer. Those with Pet Projects tend to have a lower eNPS, suggesting they might be less happy with their main job, while those without them report a much higher eNPS.*

*It's telling that so many are involved in side projects in 2024, especially as the industry is still recovering from layoffs, reduced support for new teams, and tougher investment conditions. Advances in AI, which make development faster and cheaper, may also play a role.*

*We'll keep an eye on this trend and plan to ask more targeted questions next year to understand why so many are pursuing side projects alongside their full-time roles.”*



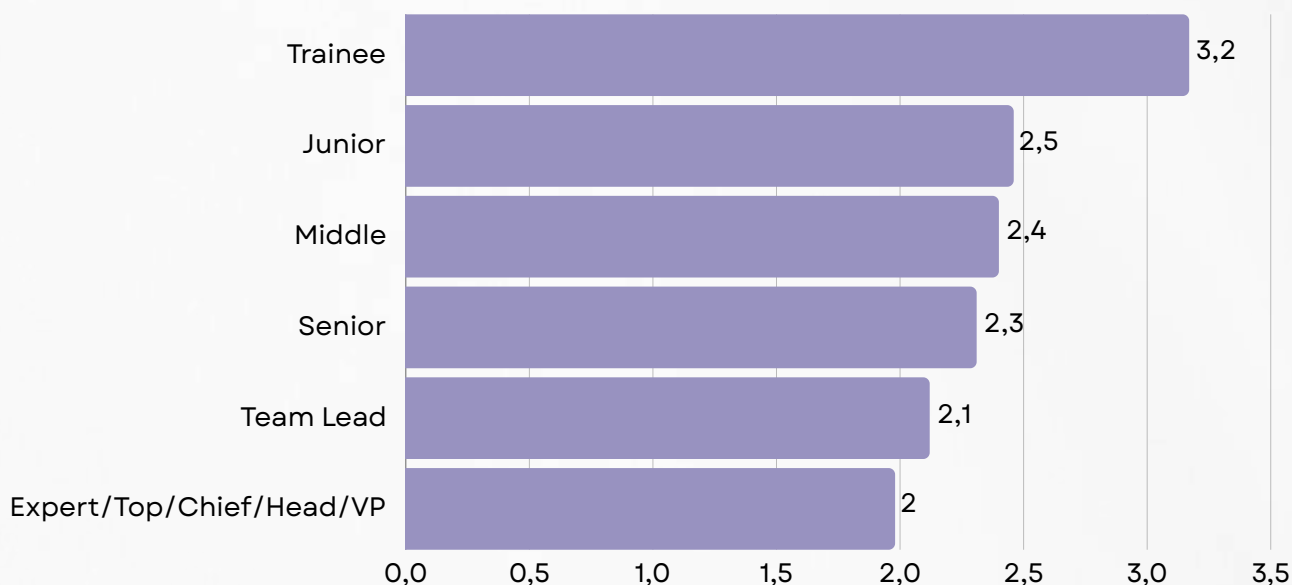
# Job Change and Layoffs

According to various estimates, more than 11,000 people lost their jobs in the gaming industry during the recent crisis. Large corporations cut entire departments and studios. In our survey, we examine how these mass layoffs have impacted the well-being and job security of industry professionals. We want to find out if they feel insecure about potential future layoffs, if they are holding onto their current positions, or if they are confidently exploring new opportunities in the market.

## Who feels at risk of being laid off?

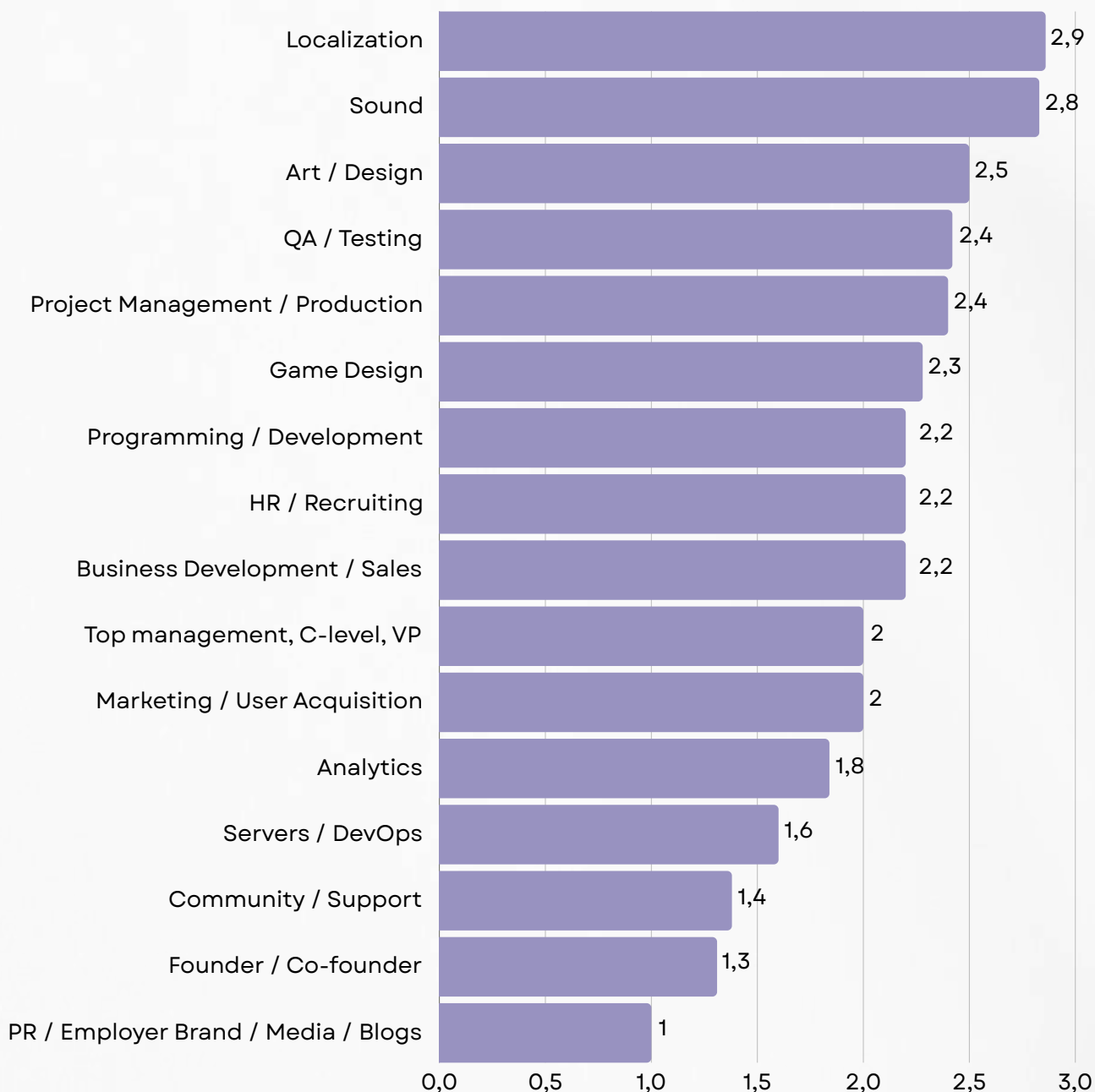
We asked respondents to rate the likelihood of being affected by layoffs over the next year on a five-point scale. Let's take a look at who feels more vulnerable during this period of market turbulence.

HOW DO RESPONDENTS RATE THE RISK OF BEING LAID OFF? THE AVERAGE SCORE IS BASED ON A 5-POINT SCALE.



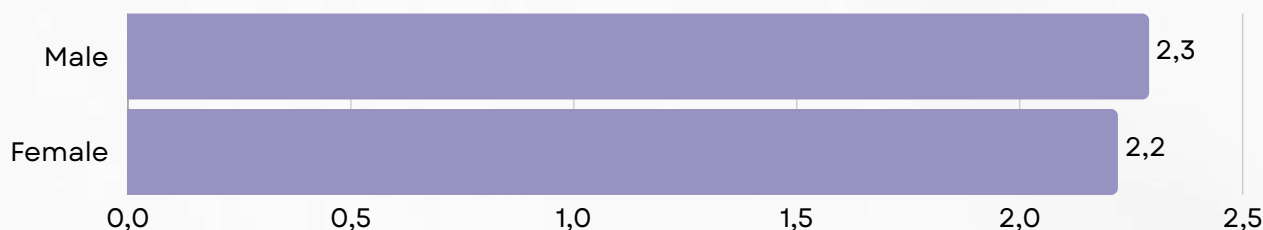
# Job Change and Layoffs

HOW DO RESPONDENTS RATE THE RISK OF BEING LAID OFF? THE AVERAGE SCORE IS BASED ON A 5-POINT SCALE.



# Job Change and Layoffs

HOW DO RESPONDENTS RATE THE RISK OF BEING LAID OFF? THE AVERAGE SCORE IS BASED ON A 5-POINT SCALE.



In the context of discussions about equality and diversity, it's encouraging to see that the fear of being laid off does not correlate with gender: both men and women rate their likelihood of facing layoffs as low to moderate.

## Why do specialists change jobs?

HAVE YOU CHANGED JOBS IN THE PAST YEAR?

Yes, I was laid off and found a new one.

15%

Yes, by my own choice.  
23.2%

6.2%

No.  
55.6%

No. Yes, by my own choice.

Yes, I was laid off and found a new one.

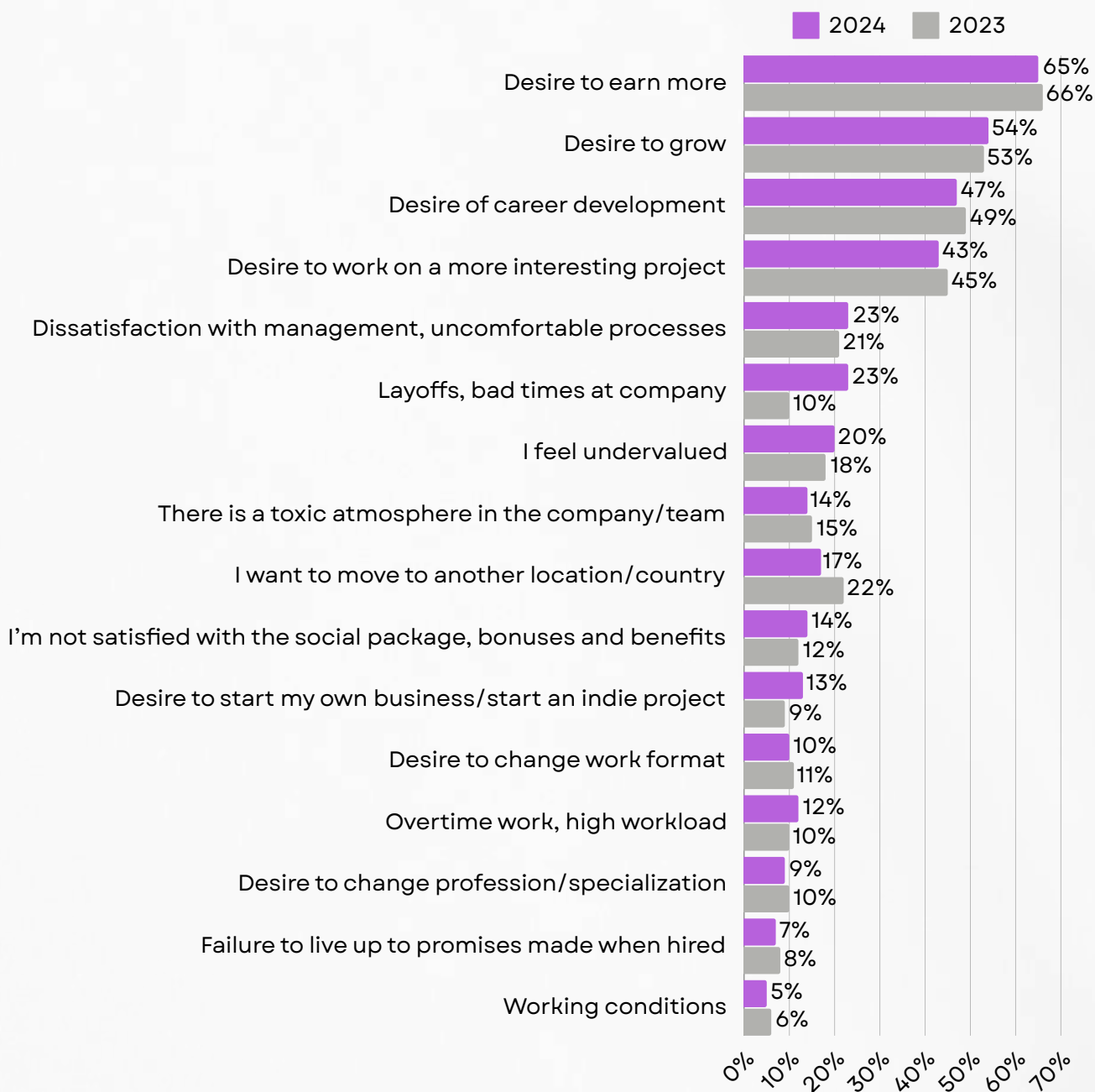
Yes, I was laid off and I'm currently unemployed.



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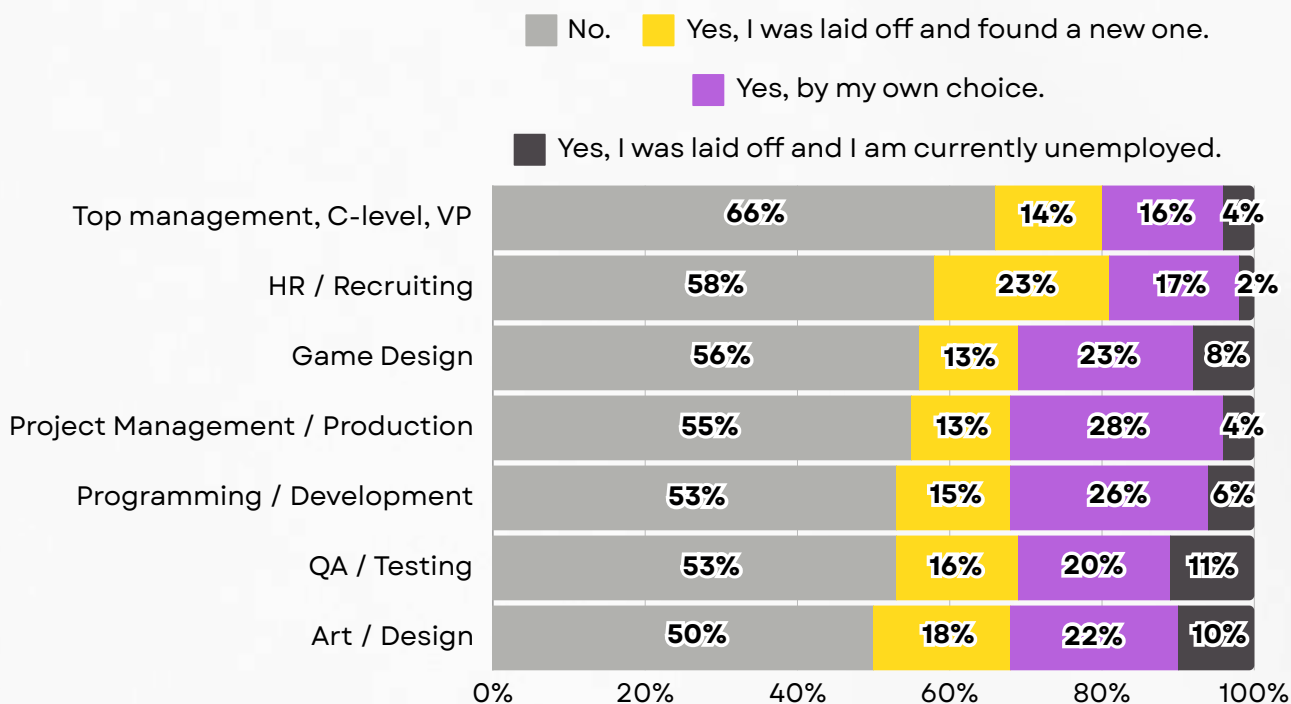
# Job Change and Layoffs

REASON TO CHANGE JOB, 2023 VS 2024 EUROPE

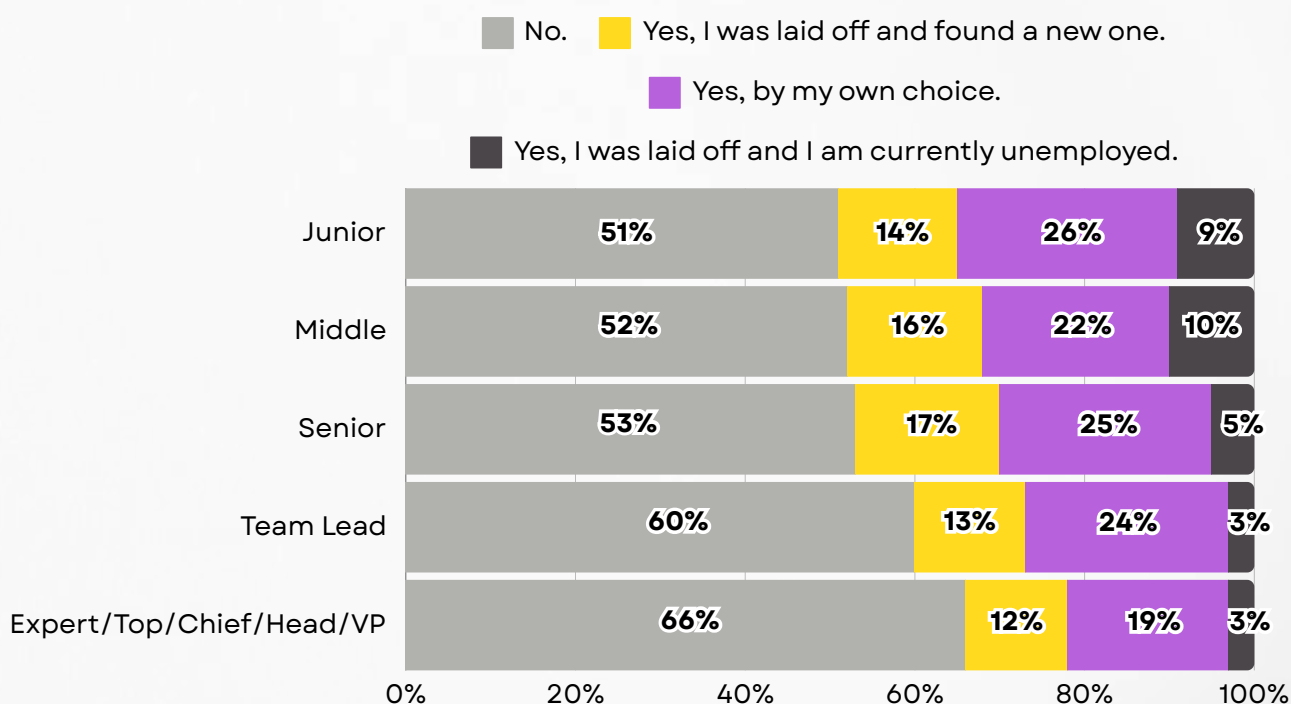


# Job Change and Layoffs

## JOB TRANSITIONS IN THE PAST YEAR BY PROFESSION



## JOB TRANSITIONS IN THE PAST YEAR BY LEVEL

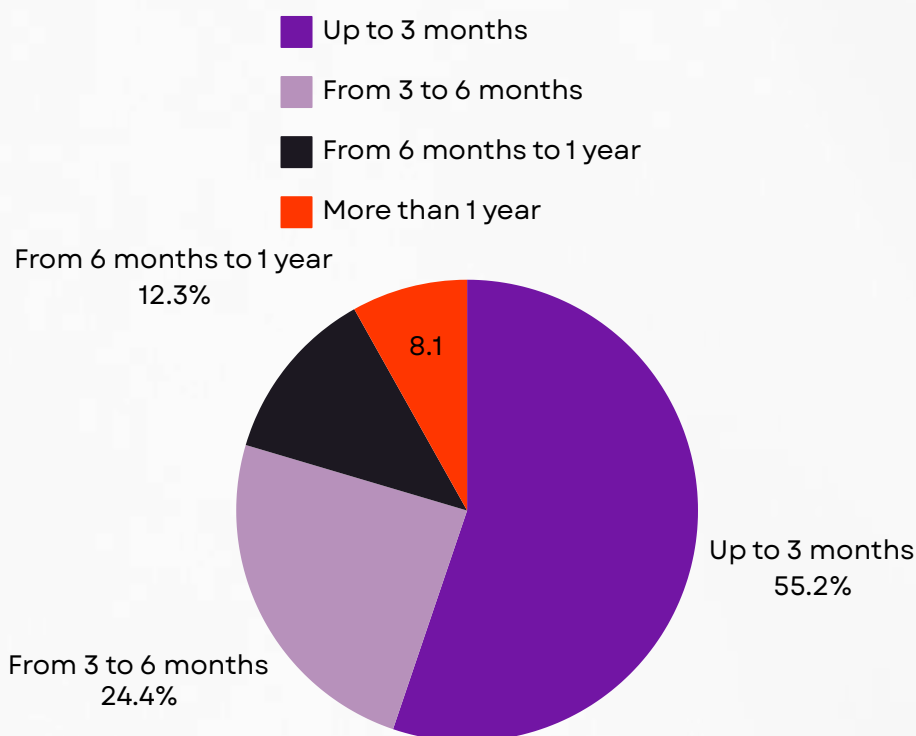


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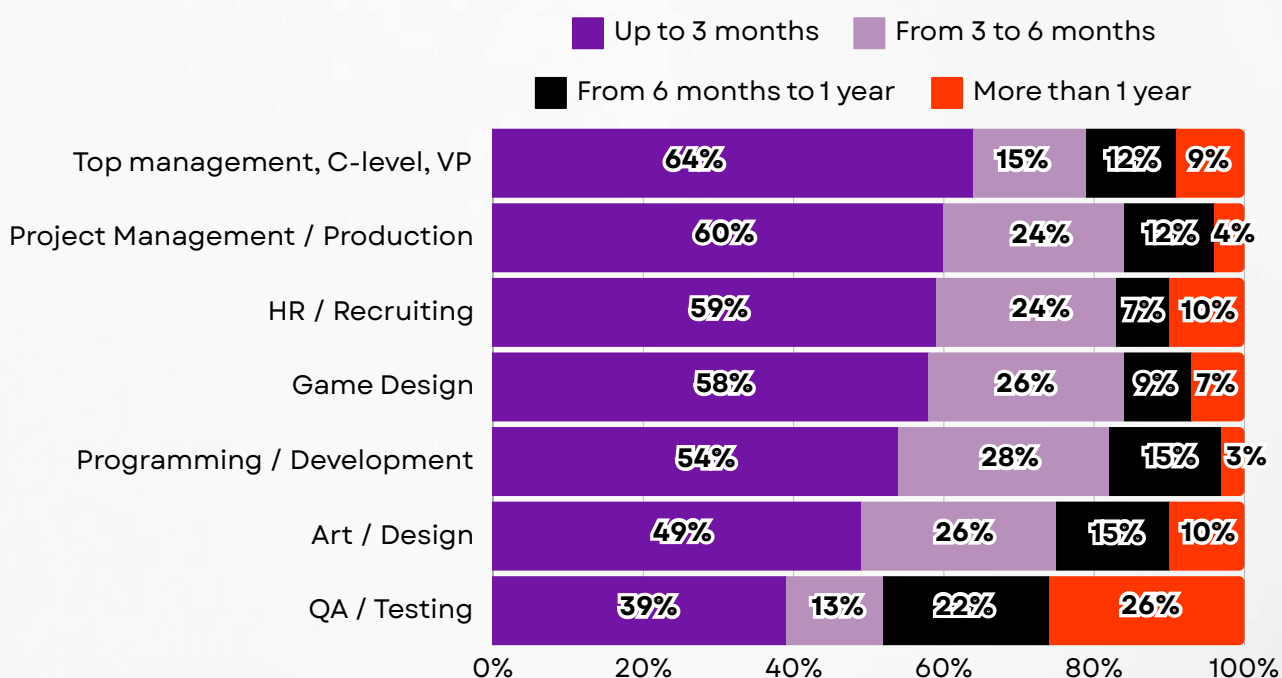
# Job Change and Layoffs

## How quickly do specialists find new jobs?

### TIME TAKEN TO FIND A NEW JOB

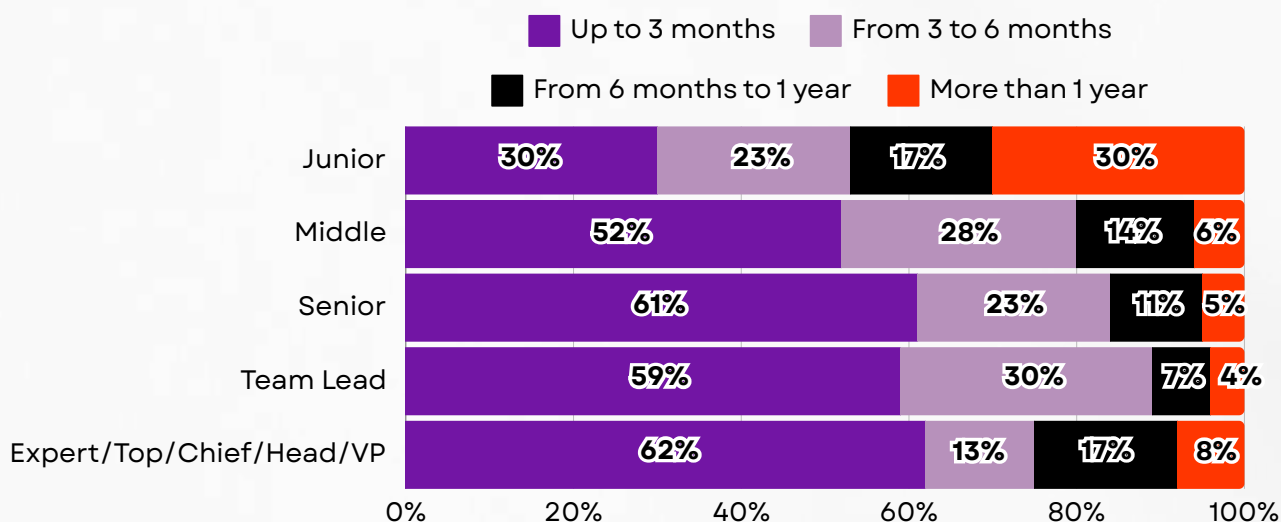


### TIME TAKEN TO FIND A NEW JOB BY PROFESSION



# Job Change and Layoffs

## TIME TAKEN TO FIND A NEW JOB BY LEVEL



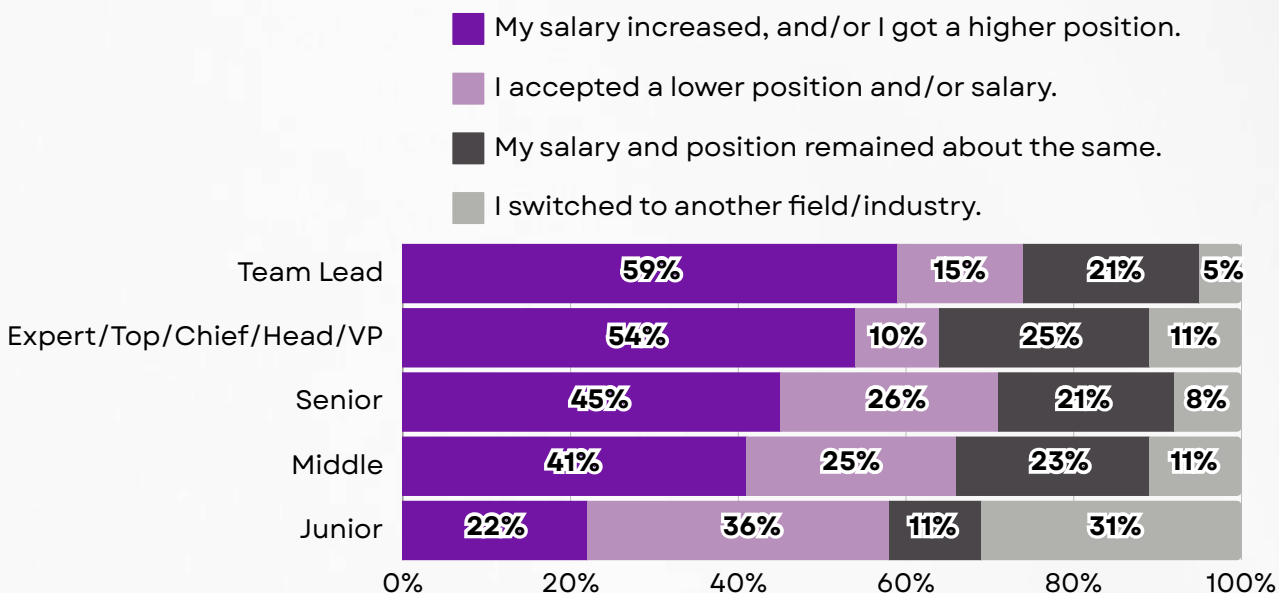
# Job Change and Layoffs

## How have specialists' working conditions and income changed after switching jobs?

According to our survey:

- 44% of specialists who changed jobs in 2023-2024 saw an increase in salary and/or career advancement.
- 24% ended up in lower positions and/or with reduced salaries.
- 21% found that their salary and position stayed the same.
- And 10% had to switch other industries.

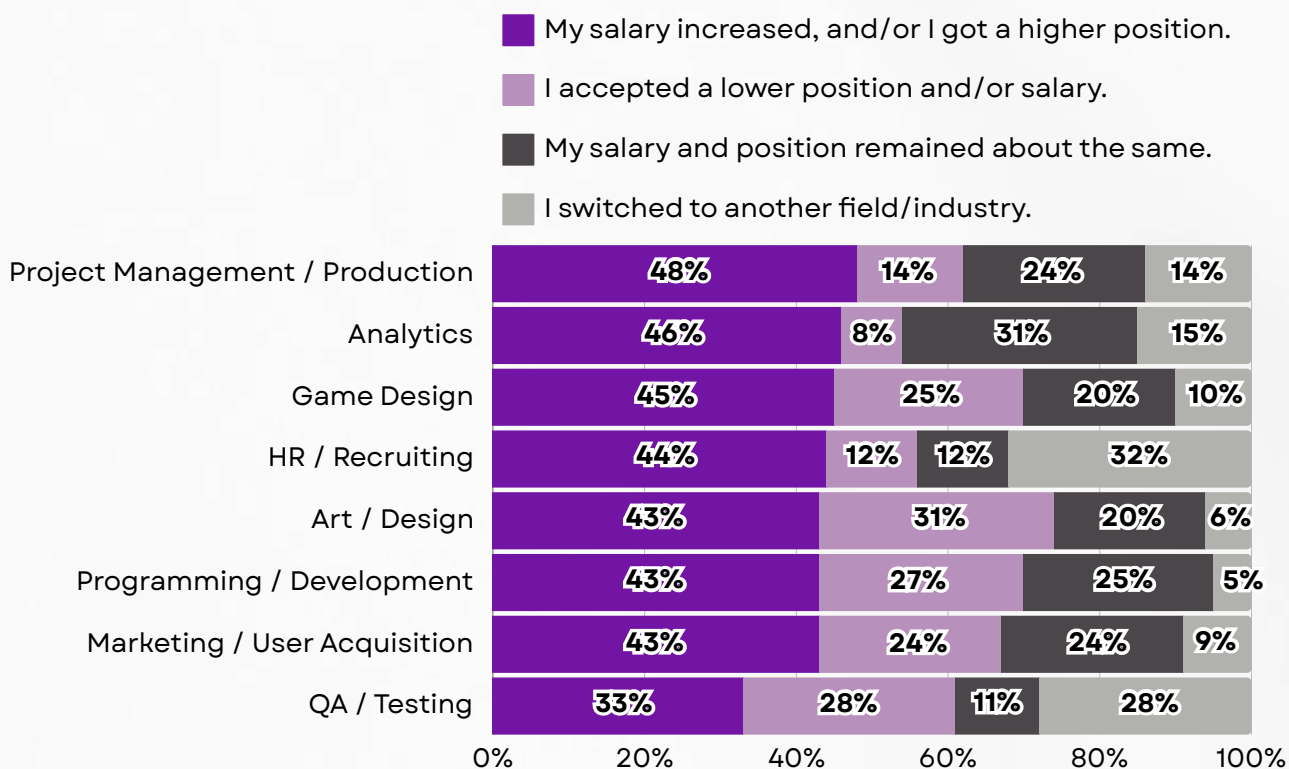
### CHANGES IN INCOME AND CONDITIONS BY LEVEL



- Juniors were the largest group affected by the need to switch industries after layoffs or job changes, making up 31%.
- About a quarter of specialists at all seniority levels (21-25%) reported that their salaries and positions remained unchanged after changing jobs.
- A quarter of mid-level and senior specialists mentioned that they had to accept less favorable conditions — lower salaries and/or positions.
- More than half of team leads and C-level executives noted that changing jobs had a positive impact on them, resulting in both increased income and improved positions.

# Job Change and Layoffs

## CHANGES IN INCOME AND CONDITIONS BY PROFESSION



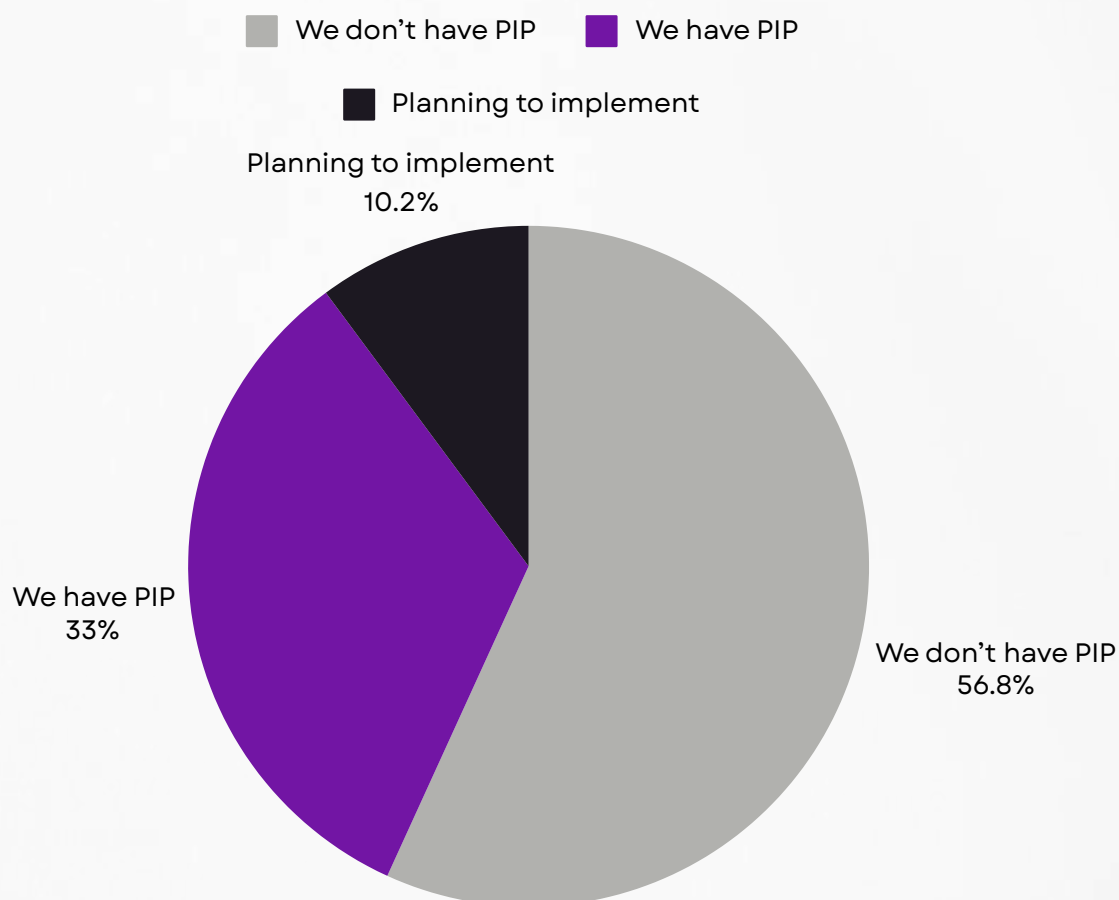
- HR Managers and QA testers were among the most affected by layoffs. They also switched industries more often than others last year, probably due to intense competition for a limited number of openings.
- Additionally, many game designers (25%), artists (31%), and programmers (27%) saw a drop in earnings and/or career progression after changing jobs last year.

# Well-Being: How Game Dev Professionals Feel and What Challenges They Face

## People Improvement Plan

A People Improvement Plan (PIP) is a structured approach designed to help employees improve their performance and address specific issues. It typically involves setting clear goals, providing support and resources, and monitoring progress over a defined period. The aim is to enhance employee skills, productivity, and overall contribution to the organization.

### HOW COMMON ARE PIP ACROSS COMPANIES?

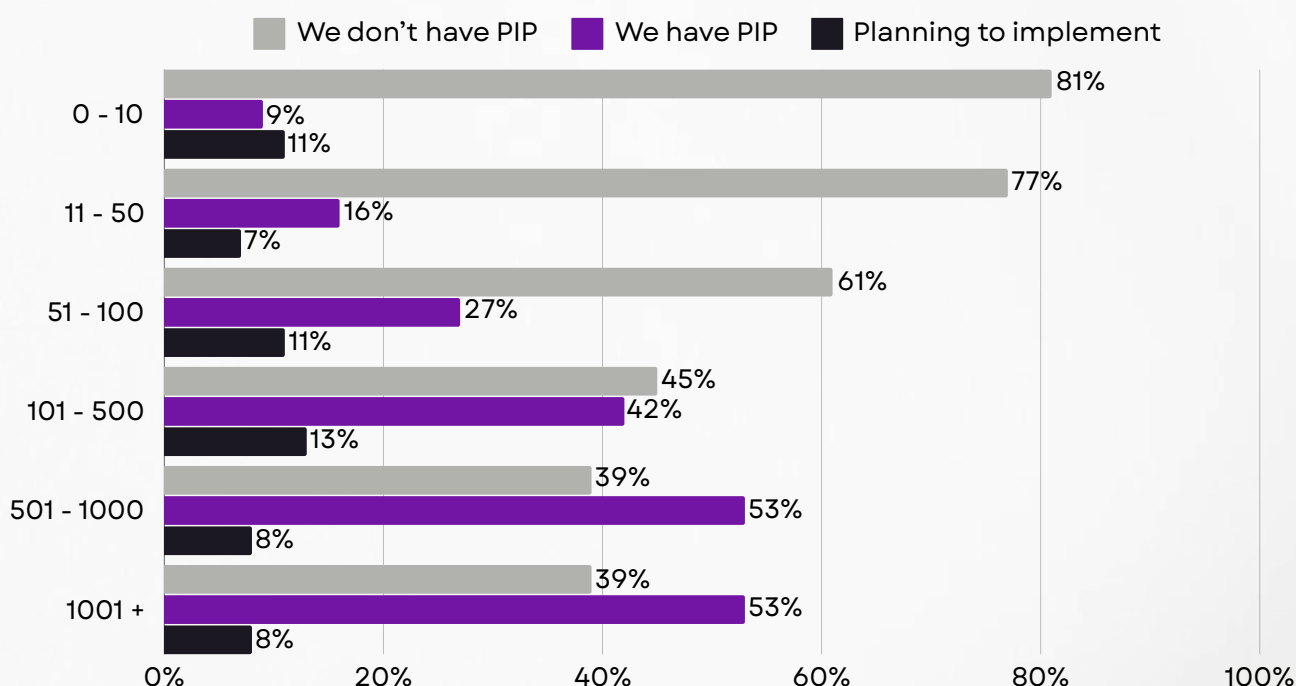


# Well-Being: How Game Dev Professionals Feel and What Challenges They Face

## THE USE OF PIPS IN COMPANIES, CATEGORIZED BY COMPANY TYPE



## THE USE OF PIPS IN COMPANIES, CATEGORIZED BY COMPANY SIZE

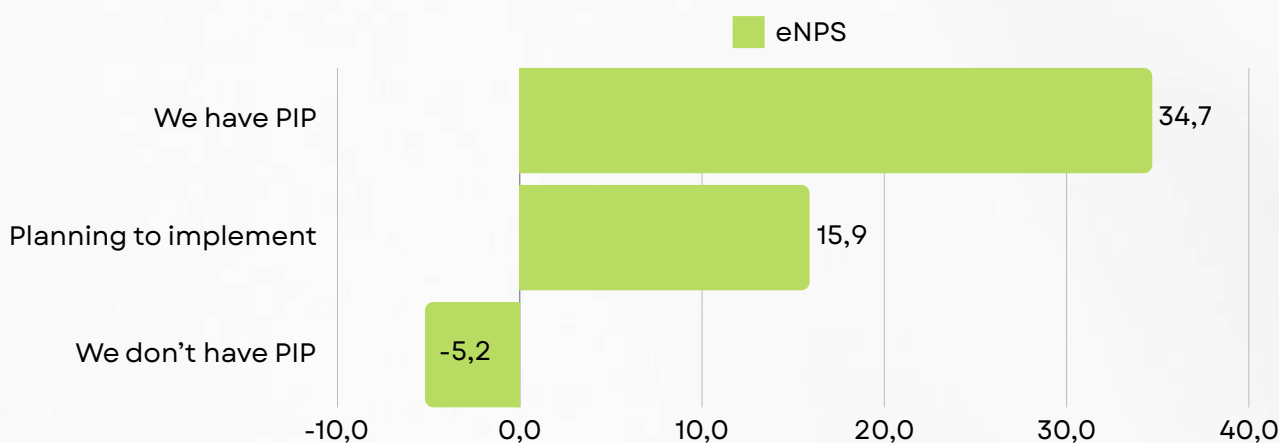




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# Well-Being: How Game Dev Professionals Feel and What Challenges They Face

eNPS AND PEOPLE IMPROVEMENT PLAN IN EUROPE



**Anna Vashchenko**

Recruitment Lead & Partner  
at Values Value

*"Large system companies usually have an HR department where specialists and managers work together to develop employees, build succession plans, and address internal needs with current staff."*

*"Outsourcing companies, which often have around 100 employees, also focus on employee development and frequently hire junior staff."*

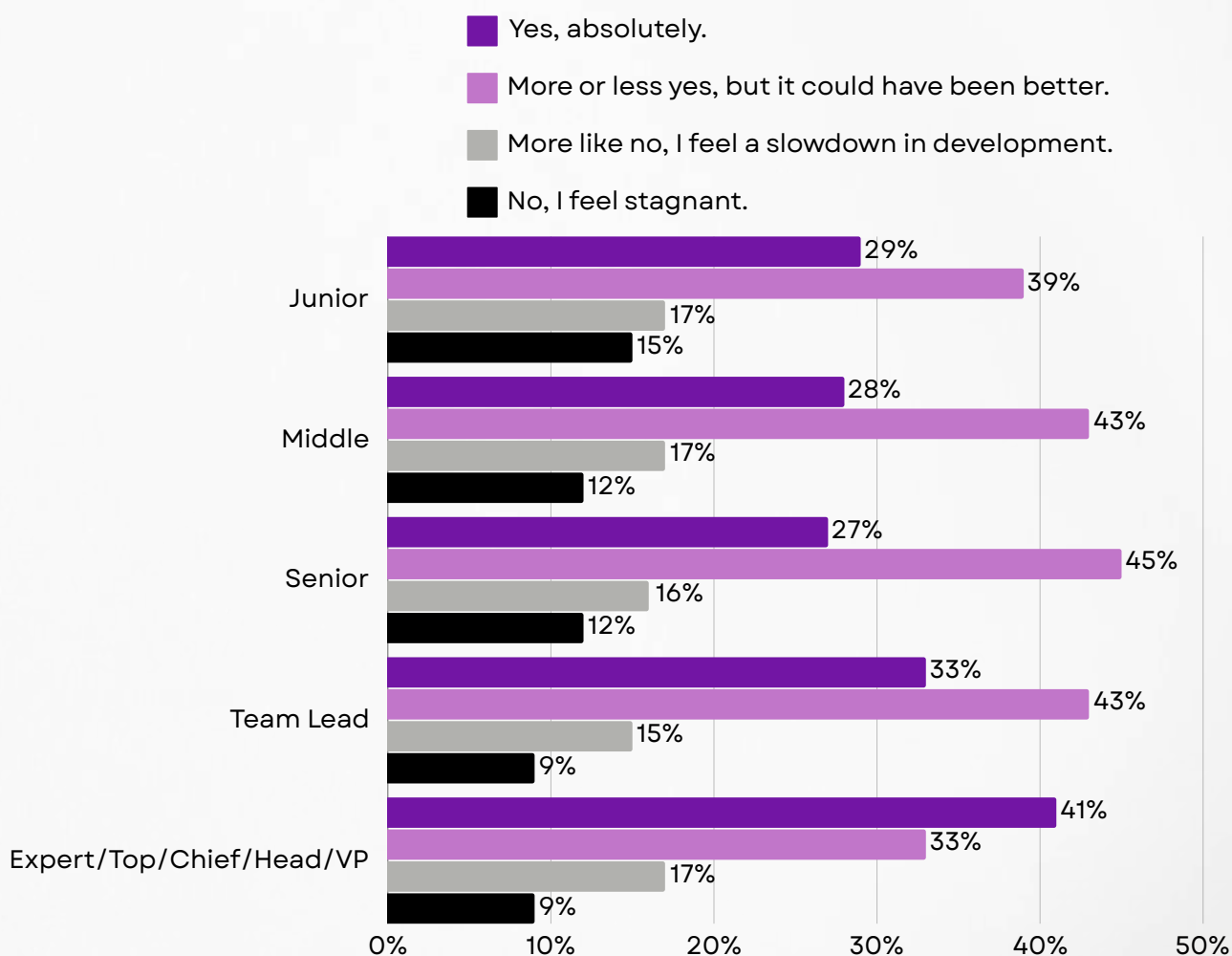
# Well-Being: How Game Dev Professionals Feel and What Challenges They Face

## How do specialists perceive their development?

According to our survey:

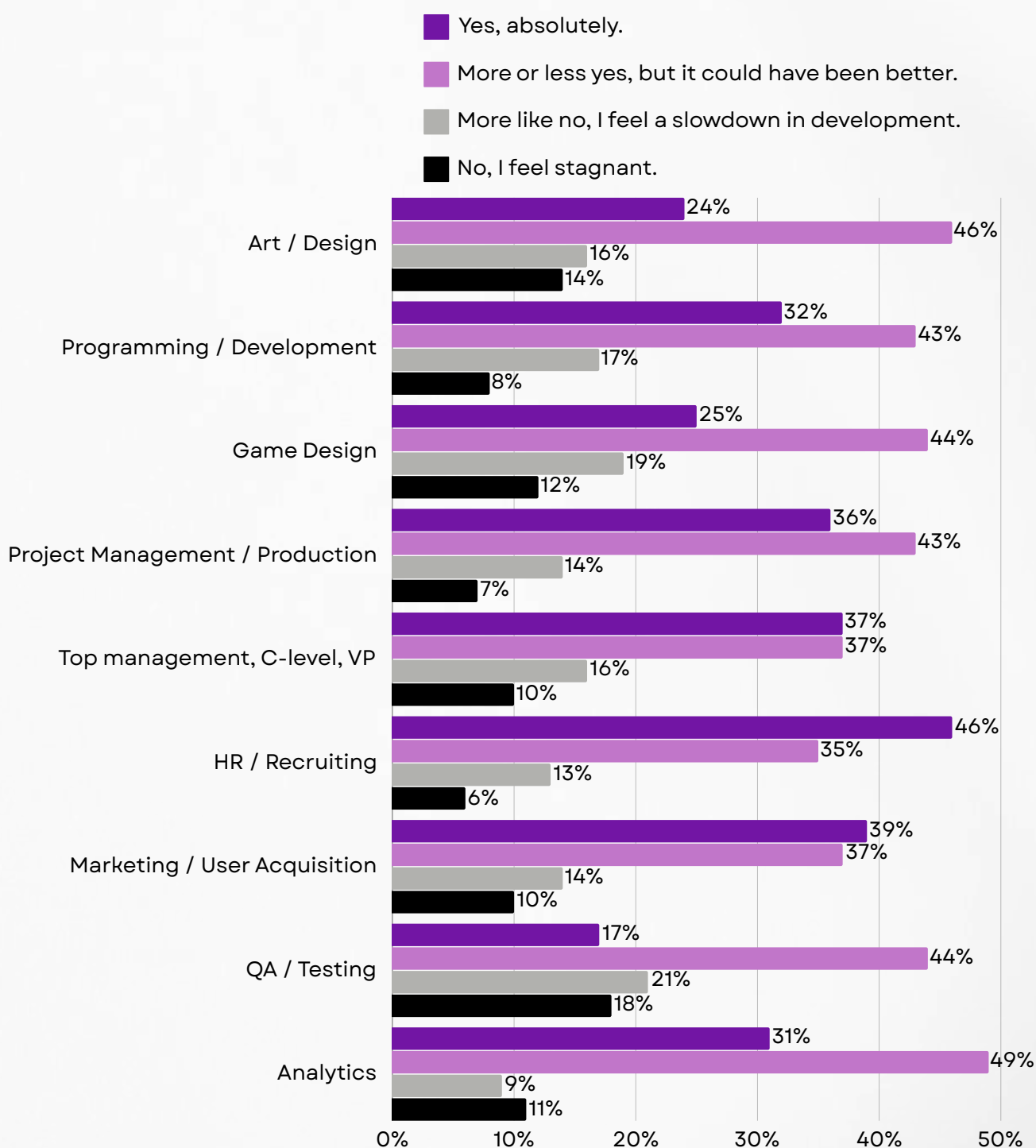
- 42% of respondents rate their development at their current job as average, noting that their progress could be better.
- 30% are completely satisfied with their professional development at their current job.
- 11% feel stagnant.
- 17% report a slowdown in their professional development.

## ARE YOU DEVELOPING PROFESSIONALLY AT YOUR CURRENT JOB?



# Well-Being: How Game Dev Professionals Feel and What Challenges They Face

ARE YOU DEVELOPING PROFESSIONALLY AT YOUR CURRENT JOB?



# Well-Being: How Game Dev Professionals Feel and What Challenges They Face

## Which genres and platforms do specialists want to work with?

### Preferred Genres

- 27% of mid-core developers want to work on hardcore projects, but almost half of them (44%) are satisfied with their genre and do not wish to change it.
- 54% of hardcore genre developers prefer to continue working with hardcore genres, and only 21% would like to switch to mid-core.
- 37% of Hyper Casual developers want to transition to mid-core, and 23% to hardcore.
- 35% of Casual game developers want to move to mid-core, 18% to hardcore, and 23% are satisfied with the Casual genre.
- The percentage of those interested in working with Casual genres in each cohort, except for those already developing Casual games, is low — ranging from 5% to 12%.
- Very few want to start working on Hyper Casual projects, with up to 2% in each cohort. Only 1% of developers working on Hyper Casual projects would like to continue developing games in this genre
- Between 8% and 14% of developers in each cohort wish to move to Indie projects.

### Preferred platforms

Most of our respondents prefer to develop games for PC/Mac. Consoles are the second most preferred platform, with mobile devices (App Store, Google Play, and other stores) coming in third.

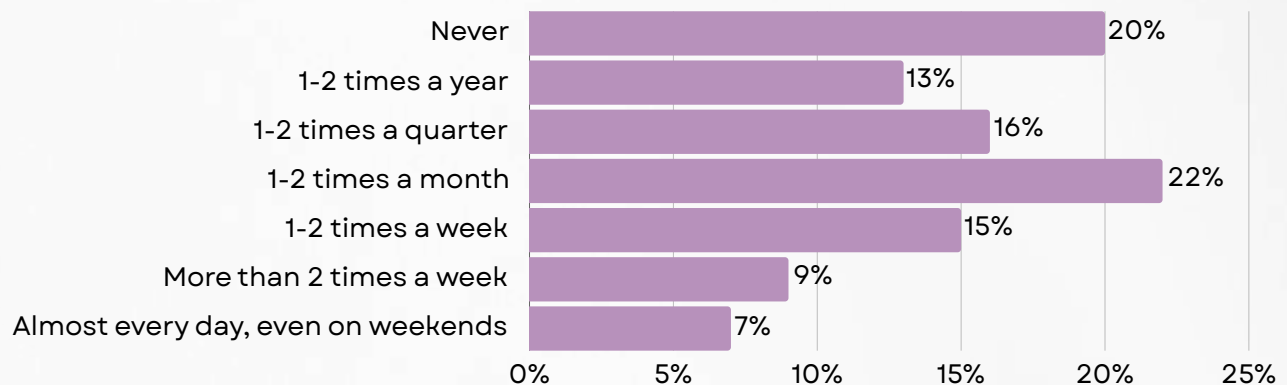
- 35% of developers working on console games would like to develop a project for PC/Mac, while 32% are satisfied with their current situation.
- In contrast, 27% of PC/Mac game developers would like to switch to console projects, with 33% satisfied with their current project.
- Developers of mobile projects showed an even interest in various platforms, without a strong preference for any one.

# Well-Being: How Game Dev Professionals Feel and What Challenges They Face

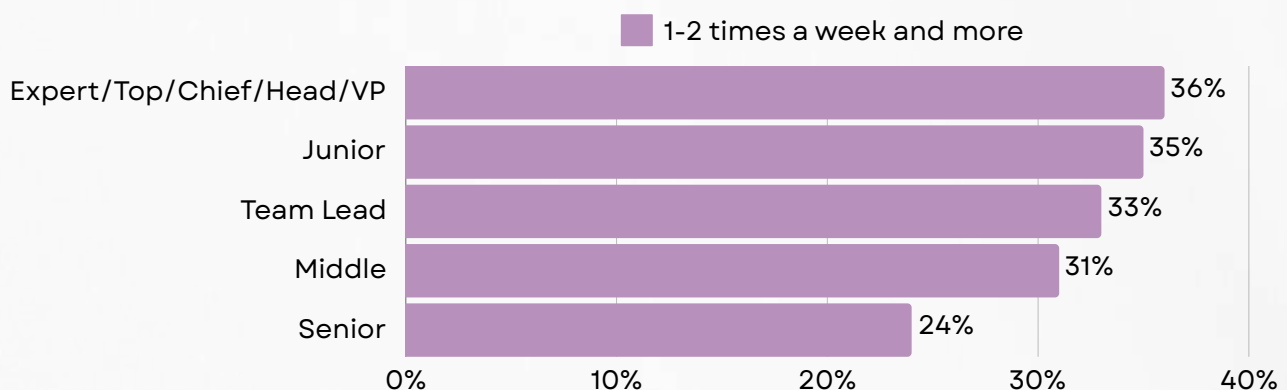
## Working extra hours

- 13% of respondents from the entire sample note that their companies do not have a practice of working overtime.
- 7% of the total sample report working overtime almost every day.

### HOW OFTEN DO SPECIALISTS WORK OVERTIME?



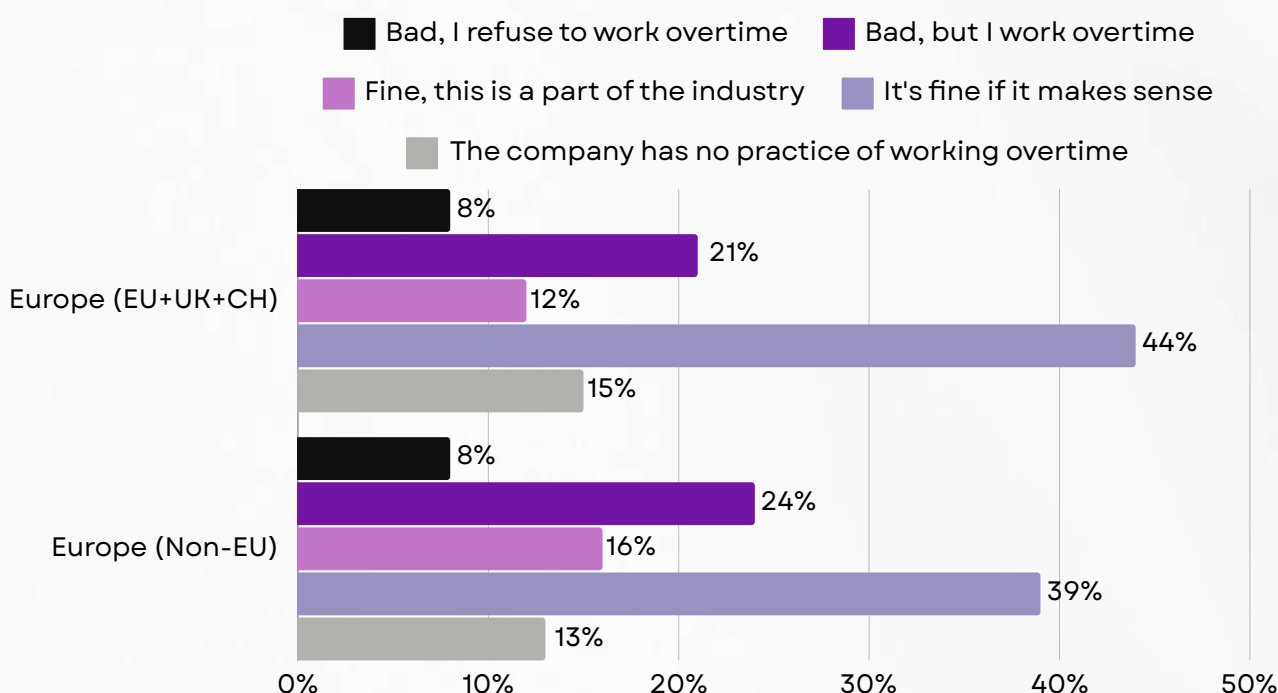
### WHO TENDS TO WORK OVERTIME THE MOST IN THE INDUSTRY?



Senior specialists work the least overtime — only 24% of them work more than two days a week of overtime. In contrast, the biggest workaholics are top managers (36%) and juniors (35%).

# Well-Being: How Game Dev Professionals Feel and What Challenges They Face

## HOW DO SPECIALISTS FEEL ABOUT WORKING OVERTIME?

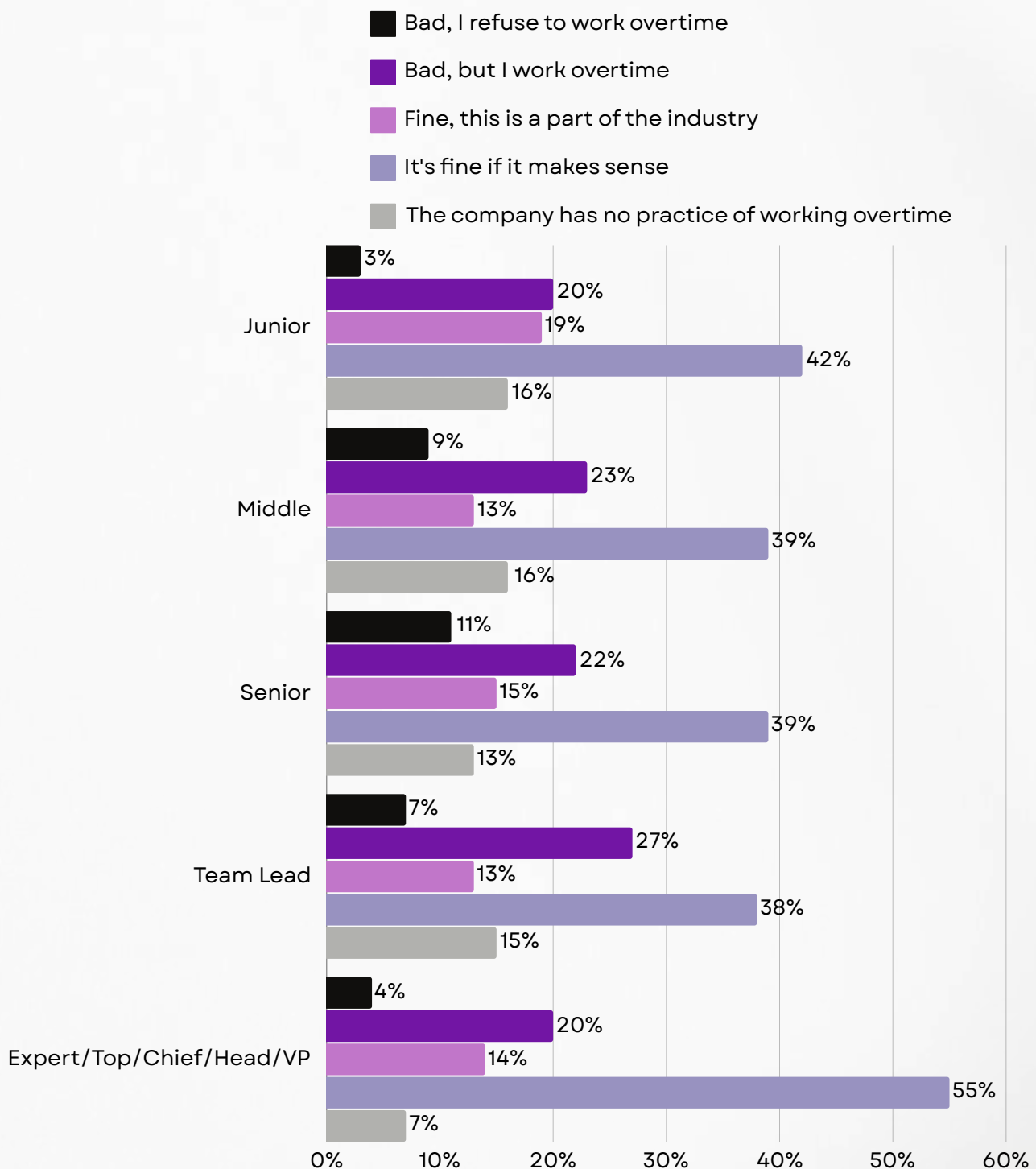


**Katya Dolgova**  
Co-Founder & COO at  
[Redhill Games](#)

*"In my experience over the past 10 years, there's little difference between the attitudes of EU and non-EU workers toward overtime. Most people are generally willing to work extra hours if it makes sense, they understand the reason, and they're compensated with either time or money. However, in companies with a diverse workforce, I've noticed that colleagues from CIS and Eastern European countries are usually the first to volunteer for overtime, while those from Northern Europe tend to be more hesitant, often agreeing only if everyone else does too."*

# Well-Being: How Game Dev Professionals Feel and What Challenges They Face

HOW DO SPECIALISTS OF DIFFERENT LEVELS FEEL ABOUT OVERTIME?

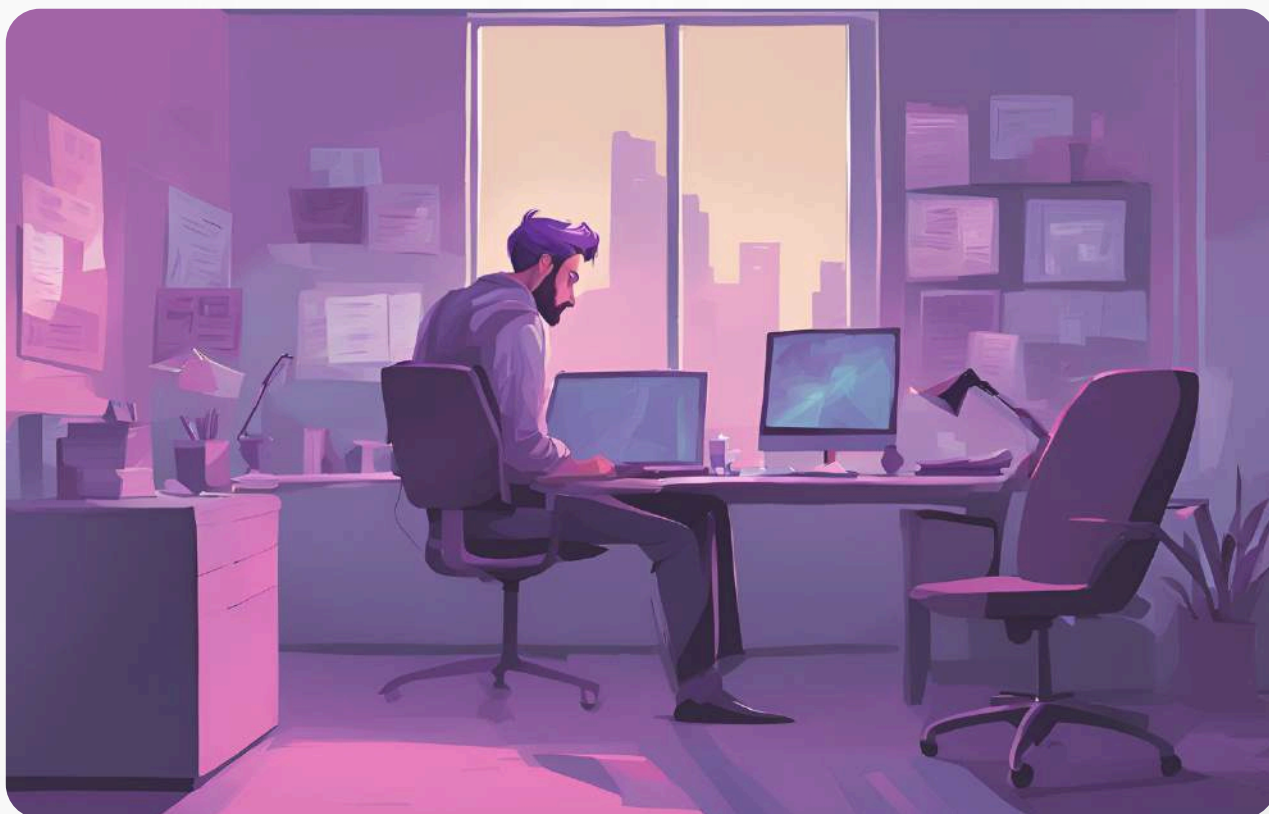


# Well-Being: How Game Dev Professionals Feel and What Challenges They Face



**Katya Dolgova**  
Co-Founder & COO at  
[Redhill Games](#)

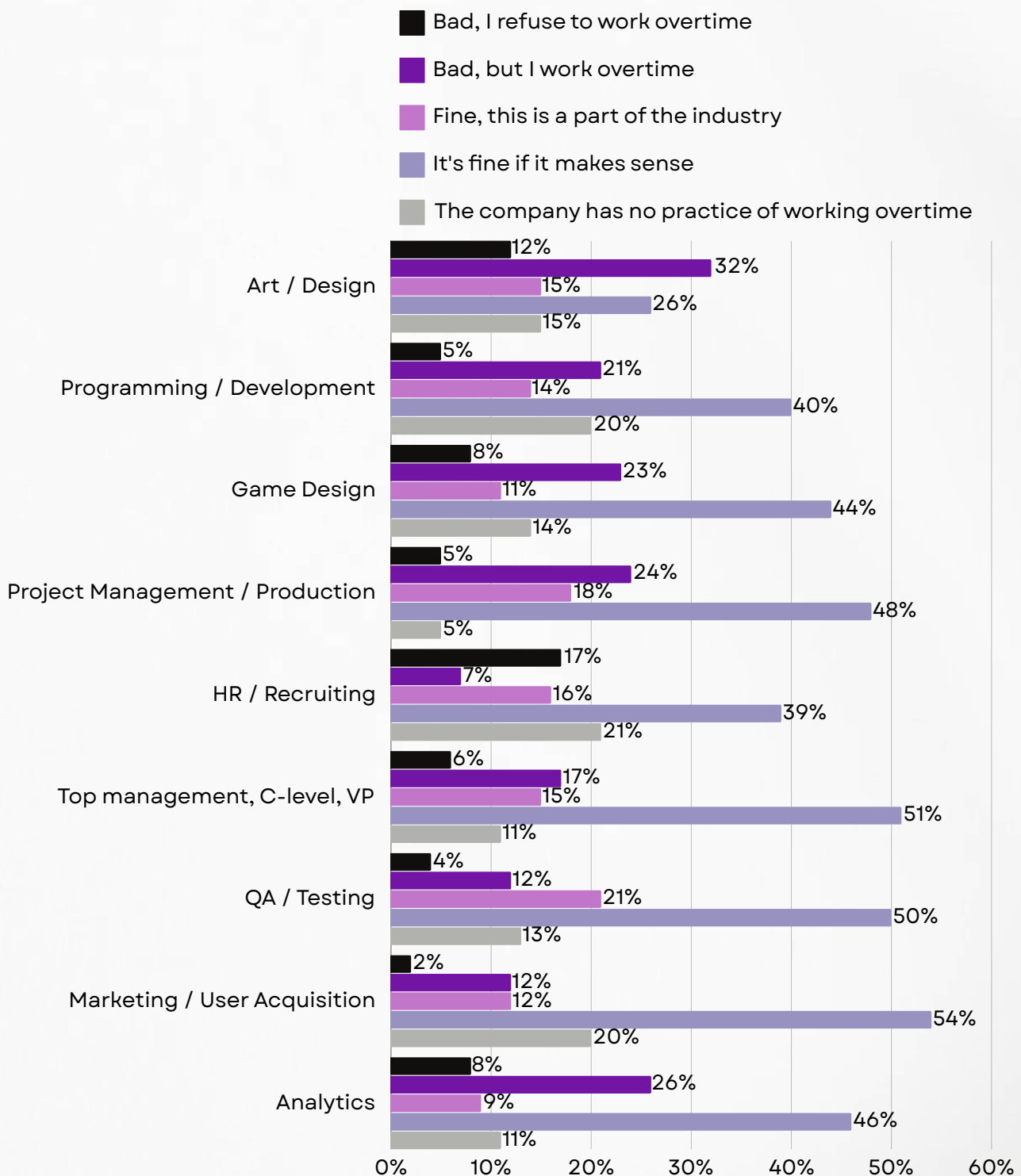
*"C-level executives and managers typically don't receive overtime compensation, and both they and the Board expect them to work whenever necessary. Sometimes this means working fewer hours, but often it means putting in extra time when needed."*





# Well-Being: How Game Dev Professionals Feel and What Challenges They Face

HOW DO SPECIALISTS OF DIFFERENT PROFESSIONS FEEL ABOUT OVERTIME?



# Well-Being: How Game Dev Professionals Feel and What Challenges They Face



**Sasha Kononenko**

Recruitment Lead & Partner  
at Values Value

*“Art and design specialists aren’t fans of overtime but still end up doing it. This might be because they often need to create multiple versions of artwork or UI/UX designs to test different styles or find the right one, which can increase their workload. Other roles tend to be more open to overtime when it makes sense. I also think artists may be more prone to burnout, and overtime pushes them closer to that edge.”*



**Katya Dolgova**

Co-Founder & COO at  
[Redhill Games](https://www.redhillgames.com)

*“When processes, resources, and planning are well-organized, employees tend to understand and get on board when extra effort is needed. Overtime is usually expected before a release deadline, and good producers plan for that, though in reality, something unexpected almost always comes up.”*



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# Well-Being: How Game Dev Professionals Feel and What Challenges They Face

## Who pays for professional training?

HAVE YOU UNDERGONE PROFESSIONAL TRAINING IN THE PAST YEAR?

Yes, because I changed jobs and wanted to improve my skills and knowledge	11%
Yes, while employed, at my own expense	19%
Yes, employer-funded - at my initiative	9%
Yes, employer-funded - at the employer's initiative	5%
No	55%

# Well-Being: How Game Dev Professionals Feel and What Challenges They Face



**Kristina Romanovich**

Head of Education at

[Edvice](#)

*“At Edvice, we have eagerly awaited the Big Games Industry Employment Survey from Values Value & InGame Job to see how our data as a global educational and mentorship platform aligns with insights from talent acquisition experts. We’re pleased to find that our key trends closely correlate with theirs. According to our data, 65% of our learners take the initiative to invest in their own education, while 35% are sponsored by their employers. This indicates that the majority of game-specific course payments are indeed made by individuals themselves. This typically happens in a few key scenarios:*

- **Career transitions (40%):** When individuals switch roles or companies, they often invest in courses to stay updated with industry trends or expand their skill sets to meet the demands of their future roles. This is especially true for those transitioning from one specialty to another — such as moving from engineering to design or into management roles — who rely on our platform for targeted training.
- **Freelancing/entrepreneurship (30%):** Those venturing into freelance game development or starting their own studios often take courses to strengthen their business acumen, marketing skills, or gain insights into funding and pitching to investors.
- **Job loss (15%):** In cases of layoffs or terminations, many users turn to upskilling as a way to stay competitive and improve their employability.
- **Desire for growth (15%):** Professionals who may not necessarily have issues or be aiming for promotion but are open-minded and curious about all aspects of game development also seek to enhance their expertise through specialized courses.

*In general, our data reflects a growing commitment to personal growth, whether self-driven or supported by companies. Encouragingly, the percentage of employer-driven education has been steadily growing each year, as evidenced by our clients' requests for learning and development opportunities for their employees. Forward-thinking companies are increasingly recognizing the value of investing in their teams' development to keep top talent sharp, engaged, and motivated.*

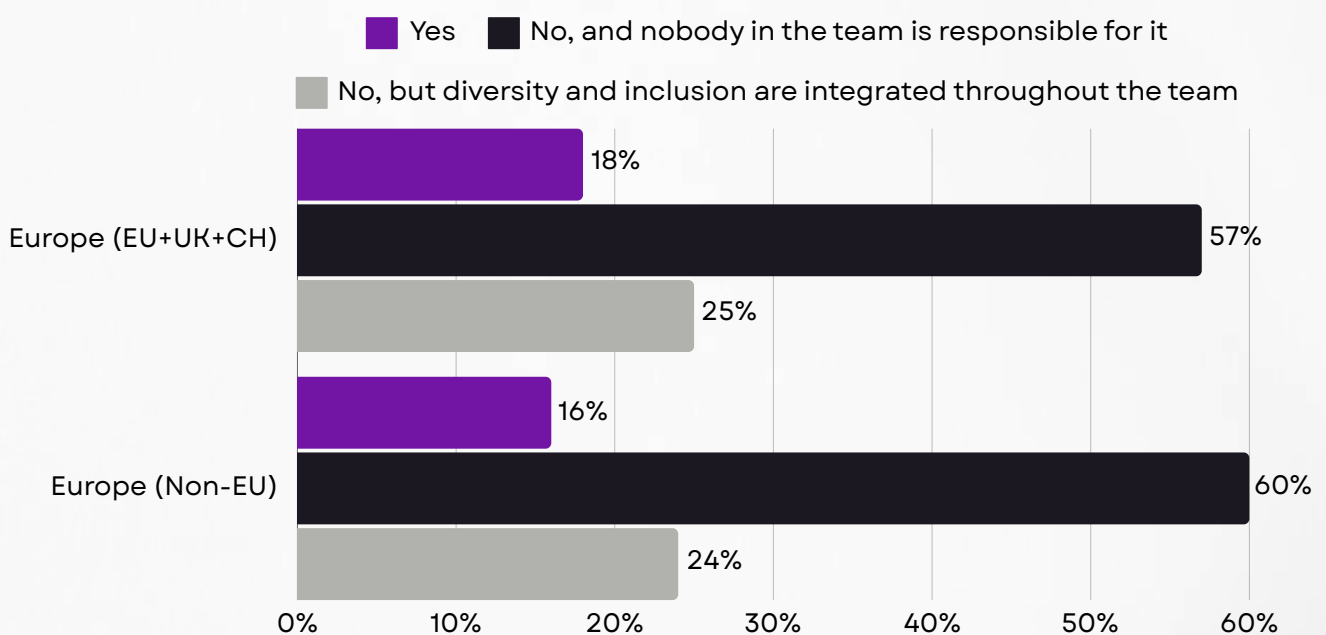
*For anyone looking to advance or transition within the game industry, Edvice offers a range of free educational content as well as advanced tailored programs to help you achieve your goals. Check out [our platform](#) for more information.”*

# Well-Being: How Game Dev Professionals Feel and What Challenges They Face

## Diversity & Inclusion

Having employees responsible for Diversity & Inclusion (D&I) can positively impact employee well-being by fostering a supportive and inclusive workplace. When employees feel that their identities, backgrounds, and perspectives are valued, it can reduce stress, increase job satisfaction, and promote a sense of belonging. This inclusivity helps build trust and psychological safety, making employees more comfortable expressing themselves and contributing fully. In turn, this can lead to higher engagement, motivation, and lower turnover, as employees feel more respected and secure in their work environment. Unfortunately, more than half of the respondents noted that their companies do not have a D&I specialist, and no one in the company even partially fulfills that role.

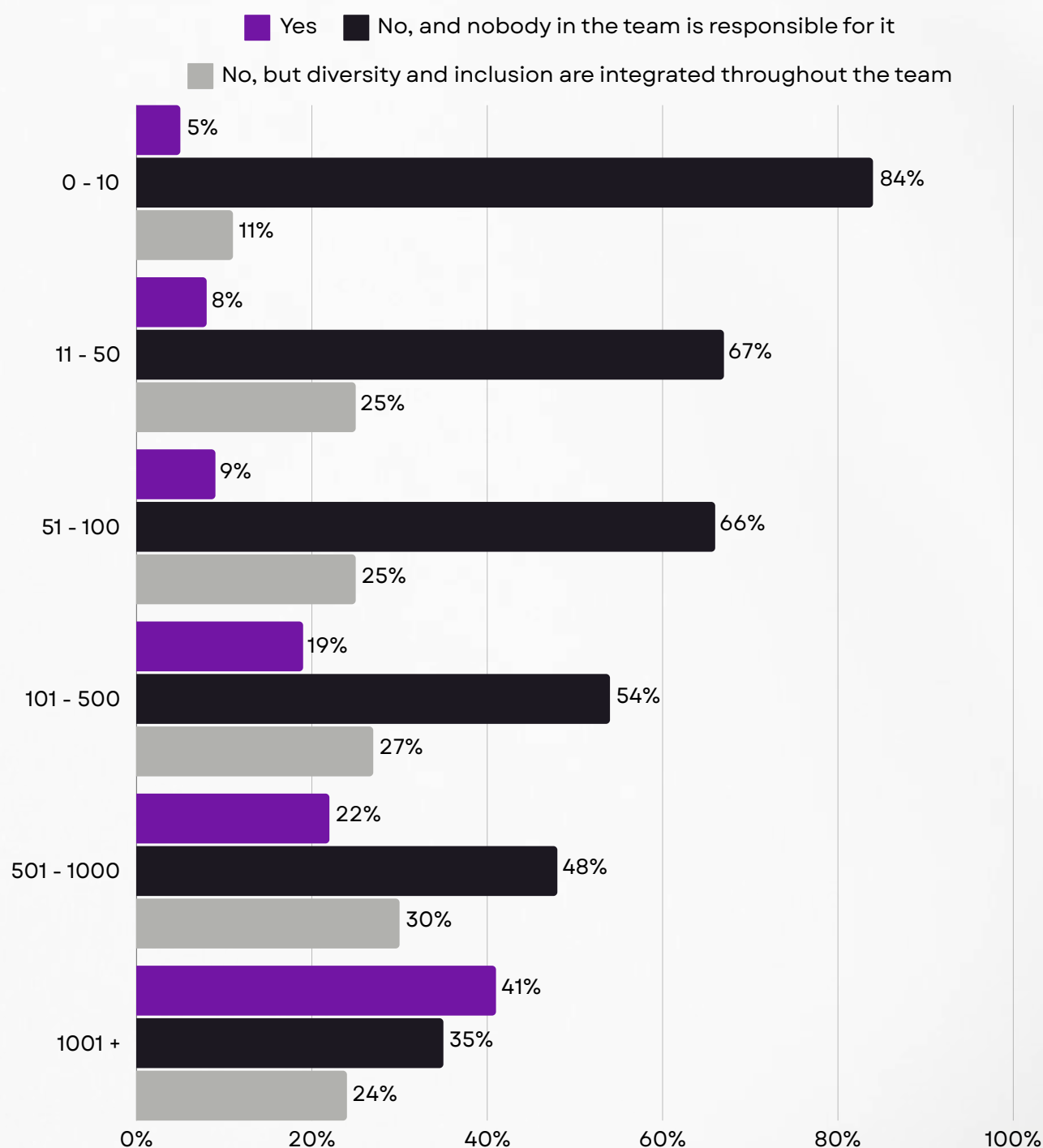
### DOES YOUR COMPANY HAVE SPECIALIZED EMPLOYEES RESPONSIBLE FOR DIVERSITY & INCLUSION?



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# Well-Being: How Game Dev Professionals Feel and What Challenges They Face

DOES YOUR COMPANY HAVE SPECIALIZED EMPLOYEES RESPONSIBLE FOR DIVERSITY & INCLUSION? CATEGORIZED BY COMPANY SIZE



70

# Well-Being: How Game Dev Professionals Feel and What Challenges They Face

Types of discrimination our respondents encountered themselves in their careers

Gender Discrimination	32%
Age Discrimination	26%
National Origin Discrimination	17%
Language Discrimination	17%
Educational Discrimination	11%
Political Discrimination	8%
Cultural Discrimination	8%
Social Discrimination	8%
Race Discrimination	7%
Appearance Discrimination	7%

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Types of discrimination our respondents encountered themselves in their careers

Marital Status Discrimination	5%
Disability Discrimination	4%
Sexual Orientation Discrimination	4%
Pregnancy Discrimination	3%
Religious Discrimination	2%

Types of discrimination our respondents have witnessed in their careers

Gender Discrimination	49%
Age Discrimination	34%
National Origin Discrimination	25%
Language Discrimination	20%



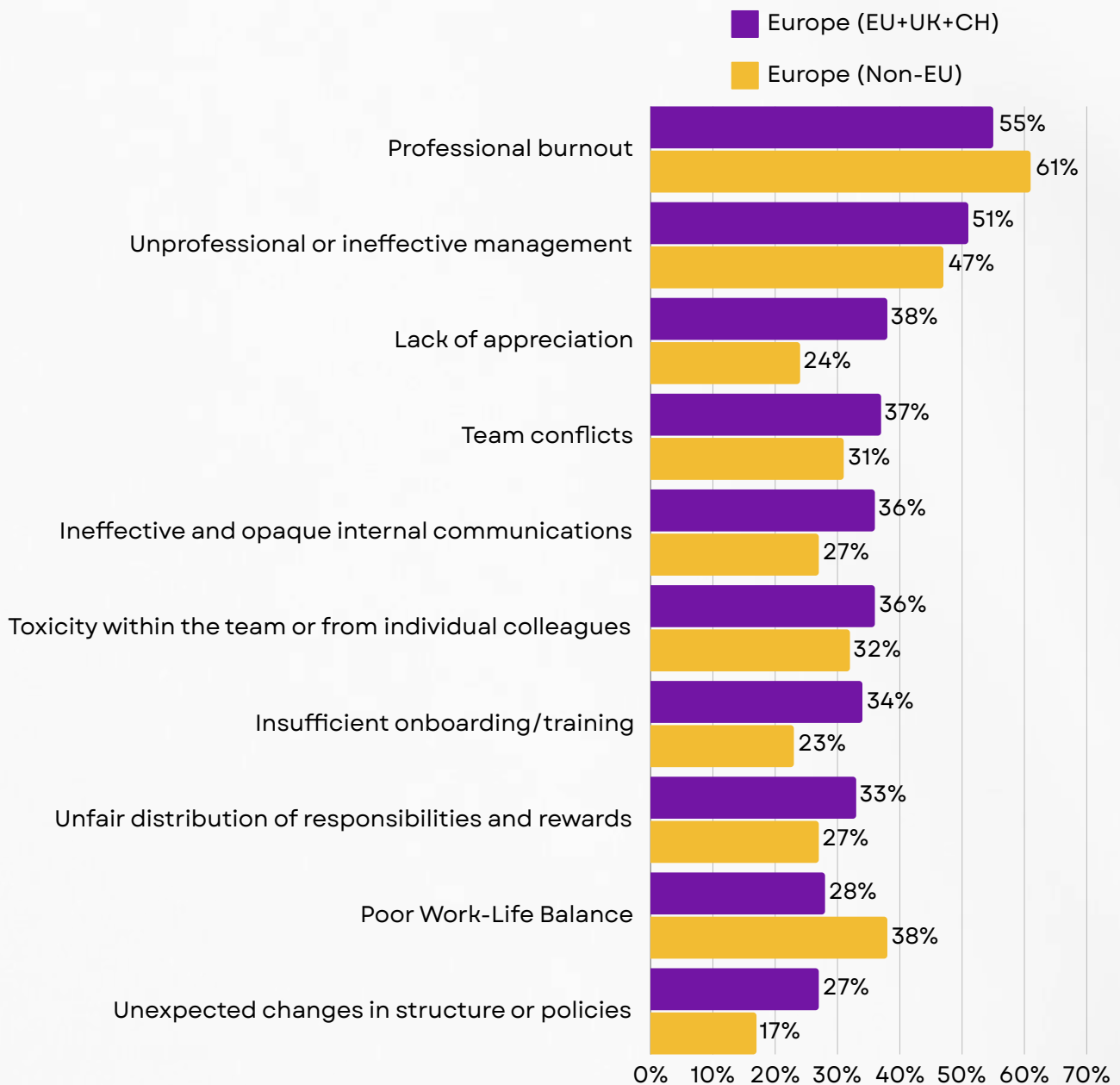
# Well-Being: How Game Dev Professionals Feel and What Challenges They Face

Types of discrimination our respondents have witnessed in their careers

Sexual Orientation Discrimination	18%
Race Discrimination	18%
Political Discrimination	16%
Educational Discrimination	13%
Appearance Discrimination	13%
Social Discrimination	11%
Pregnancy Discrimination	11%
Cultural Discrimination	11%
Disability Discrimination	7%
Marital Status Discrimination	7%
Religious Discrimination	6%

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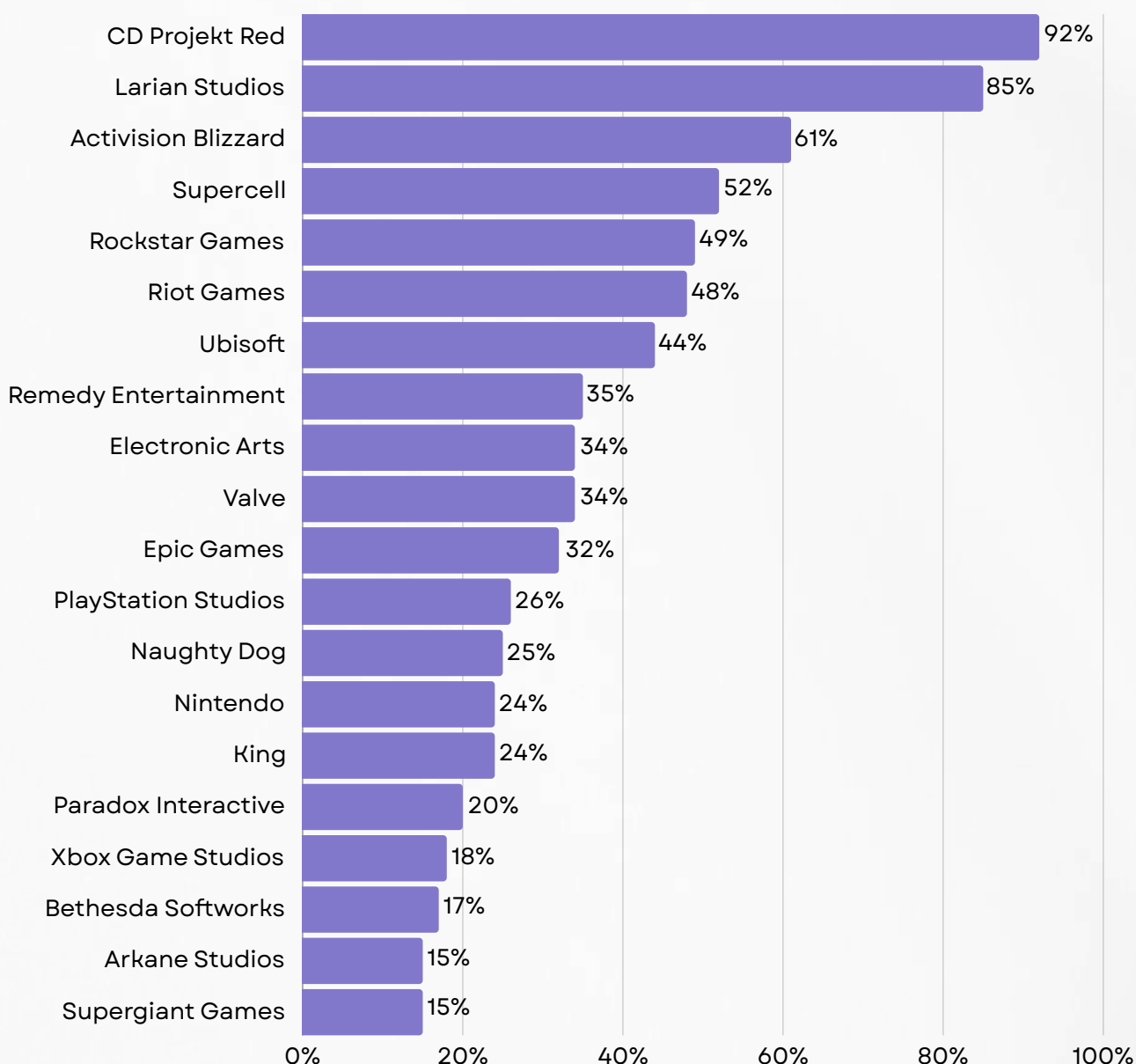
WHAT ISSUES DO SPECIALISTS FACE IN THE WORKPLACE?



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# Which global companies do our respondents want to work for?

## TOP MOST MENTIONED COMPANIES



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