

# Global Salary Planning Report

## 2022-2023

Your best resource for the 2023 salary budgeting process, providing insights into pay practices and trends to help you attract and retain talent.

October 2022

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# Methodology

3R Strategy clients and contacts were invited to participate in our Global Salary Planning Survey. The data was collected between 5 August and 9 September 2022. Respondents were asked to submit data per country in relation to their pay review budget for 2022 and their forecast pay review budget for 2023 as a percentage of base salary.

Respondents were asked to submit a response of "0" where a pay freeze took place or is forecasted for 2023. Pay increases include merit, promotions, mandatory increases, cost of living adjustments and collective agreements.

Statistics were also collected around the following areas:

- Presence and publication of formal salary ranges
- Use of performance management processes
- Use of performance ratings and their link to pay (base and bonus)
- Information on budget use across different employee groups (collective bargaining/level/business area)

Respondents were asked to self-identify into pre-defined sector and organisation size classifications. Where necessary, additional sectors have been included during the process of analysis. All data has been reviewed and anonymised.

## Participate in next year's survey

This is 3R Strategy's second Salary Planning Survey. Each year, we invite reward and HR professionals to participate online. By participating in the survey, you get a free copy of the report and early access to the results.

If you would like to continue receiving this report for free and take part in future salary trend surveys, sign up to participate next year.

[Add me to the 2023 list](#)

# Salary Increases for 2022 & Forecasts for 2023

# Salary Trends & Data Insights

## Inflation and cost of living

The labour market recovery from the COVID-19 pandemic has been strong, resulting in an increase in vacancy rates for many industries in the UK and worldwide.

The UK Consumer Prices Index including owner occupiers' housing costs (CPIH) rose by 8.6% in the 12 months to August 2022, down from 8.8% in the 12 months to July.

Alongside recruitment challenges, rising inflation has become a global concern as a result of the cost-of-living crisis, soaring fuel and energy costs, and the global supply chain disruption caused by the Russia-Ukraine war.

# 8.6%

The Consumer Prices Index for the UK including owner occupiers' housing costs (CPIH) for August 2022.

## Pay increases for 2022

Due to rising inflation and cost of living, it's no surprise that pay increases have been higher in 2022 compared to previous years. However, pay increase budgets at the median and even upper quartile sit well below inflation in most countries.

While most organisations are unable to provide inflationary pay increases, many have given additional one-off payments to support employees with the rise in cost of living.

Pay rises in the charity sector have historically been lower compared to other sectors. This is partly driven by low inflation as pay rises in the non-profit sector are often aligned to inflation and cost-of-living increases.

The rise in inflation has led to charities increasing their budgets, in order to support their employees as much as possible.

## Pay increases for 2023

Inflation is projected to peak in Q4 2022 and then fall gradually as assumed stabilisation of global energy and tradable goods prices outweigh rising domestic pressures.

Projected pay increases for 2023 are slightly higher than 2022, with the aerospace and defence sector indicating the highest budgets.

The most prevalent salary increase budget reported for the UK was 5%—both for the median and upper quartile of the sample.

The lowest pay increase budget for 2023 was 3.5% for the charity sector.

# 5%

The most prevalent salary increase budget reported for the UK for 2023 (median and upper quartile).

# United Kingdom

## Pay budgets for 2022 and pay budget forecasts for 2023

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
United Kingdom	3.0%	4.0%	5.0%	3.0%	5.0%	5.0%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Aerospace & Defence	3.4%	3.5%	3.6%	5.8%	6.5%	7.8%
Agriculture	3.4%	3.8%	4.0%	3.0%	3.5%	4.3%
Automotive	2.9%	3.0%	3.0%	4.7%	5.5%	6.3%
Charity	3.0%	4.0%	5.0%	3.0%	3.0%	5.0%
Education	2.0%	3.0%	4.5%	3.0%	4.0%	5.0%
Energy & Utilities	3.0%	4.2%	5.0%	3.3%	5.0%	6.5%
Engineering	3.0%	3.5%	4.6%	4.0%	5.0%	5.0%
Facilities Management	1.5%	2.8%	4.3%	4.5%	5.0%	5.3%
Financial Services	5.0%	5.0%	5.0%	3.0%	4.5%	7.0%
FMCG	3.0%	3.9%	5.6%	3.5%	5.0%	6.0%
Healthcare	2.0%	3.0%	4.0%	3.0%	4.0%	5.0%
Hospitality & Leisure	3.0%	3.0%	5.0%	3.0%	4.5%	5.0%
Insurance	2.8%	3.3%	4.5%	5.0%	5.0%	6.5%
Life Sciences	3.9%	4.5%	5.0%	3.0%	3.5%	4.3%
Logistics, Distribution & Transportation	3.0%	3.8%	5.0%	4.0%	5.0%	6.0%
Manufacturing	3.0%	3.0%	4.7%	3.0%	5.0%	5.3%
Media Arts	3.0%	4.0%	5.0%	4.5%	5.0%	5.0%
Membership Organisations	3.0%	4.0%	5.0%	4.5%	5.0%	5.0%
Professional Services	3.0%	4.5%	5.0%	4.0%	5.0%	6.8%
Public Sector & Non-Profit	2.0%	3.0%	4.9%	3.0%	4.0%	5.0%
Real Estate & Construction	3.0%	3.5%	4.0%	4.0%	5.0%	5.8%
Retail	2.5%	3.0%	5.0%	3.3%	4.0%	5.0%
Technology	3.0%	5.0%	5.5%	3.6%	5.0%	6.0%

# North America

Pay budgets for 2022 and pay budget forecasts for 2023

## Canada

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Canada	3.0%	3.4%	4.5%	3.6%	4.6%	6.1%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Engineering	3.0%	3.0%	3.3%	3.0%	4.0%	5.4%
Manufacturing	3.0%	3.3%	3.4%	3.0%	3.6%	5.0%
Technology	3.0%	3.5%	5.0%	3.3%	5.0%	5.0%

## United States

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
United States	3.0%	4.5%	5.0%	4.1%	5.0%	6.0%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Charity	5.5%	6.0%	8.0%	5.0%	5.0%	7.5%
Engineering	3.0%	3.0%	3.8%	3.5%	5.0%	5.0%
Life Sciences	3.8%	4.0%	4.5%	3.6%	4.1%	4.6%
Manufacturing	3.0%	3.0%	3.3%	3.0%	4.3%	4.6%
Media Arts	4.5%	5.0%	5.0%	5.5%	6.0%	7.0%
Membership Organisations	4.5%	5.0%	5.0%	5.5%	6.0%	7.0%
Professional Services	4.5%	5.1%	6.0%	3.6%	4.0%	7.0%
Technology	4.4%	5.0%	6.0%	5.0%	5.0%	6.3%

# Europe

## Pay budgets for 2022 and pay budget forecasts for 2023

### Austria

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Austria	2.3%	3.0%	3.1%	4.0%	4.0%	4.5%

### Belgium

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Belgium	2.6%	3.0%	4.0%	3.3%	4.0%	5.5%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Manufacturing	3.0%	3.0%	3.3%	3.6%	5.1%	6.8%
Technology	3.0%	3.0%	4.4%	3.0%	3.5%	5.0%

### Bulgaria

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Bulgaria	4.1%	4.6%	4.9%	4.8%	5.0%	6.1%



# Europe

Pay budgets for 2022 and pay budget forecasts for 2023

## Croatia

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Croatia	2.5%	2.8%	3.3%	3.8%	4.0%	4.1%

## Cyprus

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Cyprus	4.1%	4.8%	5.2%	5.0%	5.2%	5.8%

## Czech Republic

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Czech Republic	5.0%	5.8%	6.0%	5.0%	5.5%	6.5%

# Europe

## Pay budgets for 2022 and pay budget forecasts for 2023

### Denmark

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Denmark	2.3%	3.0%	4.8%	3.4%	4.8%	5.0%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Manufacturing	2.9%	3.6%	4.2%	4.1%	5.0%	5.0%
Technology	2.9%	4.0%	5.0%	3.0%	5.0%	5.0%

### Estonia

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Estonia	2.8%	3.0%	3.5%	3.9%	4.5%	5.0%

### Finland

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Finland	2.4%	2.5%	3.0%	3.5%	4.0%	4.0%

# Europe

## Pay budgets for 2022 and pay budget forecasts for 2023

### France

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
France	2.8%	3.0%	4.0%	3.1%	4.5%	5.8%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Engineering	2.8%	3.5%	4.0%	3.0%	3.8%	4.6%
Manufacturing	2.8%	3.0%	3.5%	3.0%	4.3%	5.3%
Media Arts	3.0%	3.0%	3.0%	4.6%	4.8%	4.9%
Membership Organisations	3.0%	3.0%	3.0%	4.6%	4.8%	4.9%
Retail	2.5%	2.5%	2.8%	3.1%	3.2%	3.3%
Technology	2.9%	3.0%	4.3%	3.0%	4.0%	5.0%

### Germany

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Germany	3.0%	3.3%	4.5%	4.0%	5.0%	6.0%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Engineering	3.1%	3.6%	4.0%	3.0%	4.5%	5.0%
Logistics, Distribution & Transportation	2.5%	3.0%	3.0%	4.5%	5.0%	5.2%
Manufacturing	2.9%	3.3%	4.2%	3.0%	4.5%	5.4%
Media Arts	3.3%	3.5%	4.3%	5.3%	5.5%	5.8%
Membership Organisations	3.3%	3.5%	4.3%	5.3%	5.5%	5.8%
Retail	2.8%	3.0%	4.3%	5.3%	7.5%	9.8%
Technology	3.2%	4.0%	5.4%	3.5%	5.0%	6.5%

# Europe

## Pay budgets for 2022 and pay budget forecasts for 2023

### Greece

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Greece	2.1%	3.1%	3.9%	3.6%	4.0%	7.8%

### Hungary

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Hungary	4.6%	5.0%	6.4%	5.0%	7.0%	7.3%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Media Arts	4.7%	5.0%	5.0%	6.8%	7.0%	7.1%
Membership Organisations	4.7%	5.0%	5.0%	6.8%	7.0%	7.1%
Technology	4.6%	5.0%	6.9%	5.0%	7.0%	7.0%

# Europe

## Pay budgets for 2022 and pay budget forecasts for 2023

### Ireland

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Ireland	2.8%	3.0%	4.5%	3.0%	4.4%	5.0%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Engineering	2.9%	3.0%	3.7%	3.0%	3.0%	4.5%
FMCG	1.9%	2.5%	4.8%	2.8%	3.5%	4.1%
Healthcare	2.9%	2.9%	3.0%	3.5%	4.0%	4.5%
Manufacturing	2.6%	3.0%	3.5%	3.0%	4.0%	5.8%
Professional Services	2.9%	3.1%	6.8%	3.2%	3.4%	7.2%
Retail	2.4%	3.0%	5.0%	3.0%	4.0%	5.0%
Technology	3.6%	5.0%	5.0%	3.0%	5.0%	6.3%

### Italy

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Italy	2.5%	3.0%	4.0%	3.1%	4.0%	4.8%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Engineering	2.7%	2.9%	3.3%	2.9%	3.5%	4.9%
Manufacturing	2.0%	2.5%	2.9%	3.0%	3.2%	4.0%
Retail	2.5%	2.5%	3.6%	3.3%	3.5%	3.8%
Technology	2.9%	3.0%	4.2%	3.0%	4.0%	4.8%

# Europe

Pay budgets for 2022 and pay budget forecasts for 2023

## Kazakhstan

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Kazakhstan	7.4%	7.8%	7.9%	7.3%	7.5%	9.3%

## Latvia

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Latvia	2.5%	3.0%	4.0%	4.5%	4.0%	4.5%

## Lithuania

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Lithuania	2.8%	4.0%	5.0%	4.0%	4.5%	5.5%

# Europe

## Pay budgets for 2022 and pay budget forecasts for 2023

### Luxembourg

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Luxembourg	3.0%	3.0%	3.0%	4.0%	5.0%	5.5%

### Malta

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Malta	3.5%	4.0%	4.5%	4.5%	5.0%	5.0%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Technology	3.5%	4.0%	4.5%	4.5%	5.0%	5.0%

### Netherlands

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Netherlands	3.0%	3.0%	4.4%	3.5%	4.8%	6.0%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Engineering	2.9%	3.6%	4.3%	3.4%	4.3%	5.3%
Manufacturing	3.0%	3.0%	3.2%	4.3%	5.5%	6.0%
Technology	3.0%	4.0%	5.0%	3.0%	5.0%	6.5%

# Europe

## Pay budgets for 2022 and pay budget forecasts for 2023

### Norway

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Norway	3.0%	3.0%	4.1%	3.5%	4.1%	5.0%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Engineering	3.0%	3.0%	4.6%	2.8%	4.0%	5.1%
Technology	3.0%	3.0%	3.5%	3.5%	4.0%	4.5%

### Poland

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Poland	3.8%	5.0%	5.5%	4.6%	5.0%	7.0%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Engineering	4.0%	4.5%	5.0%	5.0%	5.0%	6.5%
Manufacturing	3.4%	4.5%	5.1%	4.5%	5.8%	7.8%
Media Arts	3.8%	4.5%	5.1%	5.0%	5.3%	6.0%
Membership Organisations	3.8%	4.5%	5.1%	5.0%	5.3%	6.0%
Retail	3.8%	5.0%	6.8%	4.8%	6.5%	8.3%
Technology	3.5%	4.3%	5.0%	4.3%	5.0%	5.8%



# Europe

## Pay budgets for 2022 and pay budget forecasts for 2023

### Portugal

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Portugal	2.5%	3.0%	4.3%	3.0%	3.6%	4.1%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Technology	3.0%	3.0%	4.0%	3.0%	4.0%	4.0%

### Romania

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Romania	4.5%	6.0%	7.5%	6.8%	9.0%	10.6%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Technology	4.4%	6.4%	9.5%	5.4%	6.8%	10.8%

### Serbia

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Serbia	3.5%	3.9%	4.0%	4.0%	5.0%	7.3%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Technology	3.8%	4.0%	4.0%	4.0%	4.0%	4.5%

# Europe

## Pay budgets for 2022 and pay budget forecasts for 2023

### Slovakia

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Slovakia	3.3%	3.5%	4.6%	5.0%	6.5%	6.5%

### Slovenia

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Slovenia	3.1%	3.1%	3.6%	3.5%	4.0%	5.5%

### Spain

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Spain	2.9%	3.5%	5.0%	3.1%	5.0%	5.4%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Engineering	2.6%	2.9%	3.3%	3.0%	3.5%	5.0%
Hospitality & Leisure	2.5%	3.8%	5.0%	3.8%	4.5%	5.0%
Manufacturing	2.3%	2.7%	3.0%	3.0%	3.5%	5.3%
Media Arts	3.6%	4.3%	4.7%	4.7%	4.8%	4.9%
Membership Organisations	3.6%	4.3%	4.7%	4.7%	4.8%	4.9%
Technology	3.0%	5.0%	5.0%	3.0%	5.0%	5.5%

# Europe

## Pay budgets for 2022 and pay budget forecasts for 2023

### Sweden

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Sweden	2.2%	3.0%	4.1%	3.3%	4.5%	5.0%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Engineering	2.6%	3.0%	3.5%	2.8%	3.0%	4.0%
Manufacturing	2.2%	3.0%	3.0%	3.0%	3.0%	5.0%
Technology	2.9%	4.3%	5.0%	3.5%	5.0%	5.0%

### Switzerland

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Switzerland	2.0%	2.5%	2.9%	2.5%	3.0%	4.8%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Manufacturing	1.1%	2.0%	2.5%	2.0%	2.5%	2.8%
Technology	2.5%	2.7%	3.5%	3.0%	4.0%	5.0%

# Europe

Pay budgets for 2022 and pay budget forecasts for 2023

## Turkey

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Turkey	18.5%	26.2%	33.0%	26.8%	37.5%	43.8%

## Ukraine

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Ukraine	3.0%	6.5%	10.8%	4.0%	5.0%	7.0%

# Middle East & Africa

Pay budgets for 2022 and pay budget forecasts for 2023

## Israel

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Israel	3.0%	3.0%	3.4%	3.0%	3.5%	4.5%

## Kenya

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Kenya	4.7%	6.3%	6.7%	6.2%	6.3%	8.7%

## Mauritius

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Mauritius	6.8%	7.0%	7.4%	7.3%	10.0%	10.0%

## Nigeria

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Nigeria	6.0%	8.0%	15.0%	8.0%	10.0%	12.0%

# Middle East & Africa

Pay budgets for 2022 and pay budget forecasts for 2023

## Saudi Arabia

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Saudi Arabia	3.0%	3.5%	4.5%	3.9%	4.1%	4.3%

## South Africa

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
South Africa	4.9%	5.5%	6.1%	4.4%	5.0%	6.2%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Engineering	4.9%	5.8%	6.7%	4.5%	5.5%	6.0%
Manufacturing	2.8%	3.0%	4.6%	3.0%	3.0%	4.0%
Professional Services	4.0%	4.8%	5.7%	4.0%	5.0%	6.1%
Technology	4.4%	5.0%	5.4%	3.3%	5.0%	6.0%

## United Arab Emirates

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
United Arab Emirates	4.0%	4.5%	5.0%	4.0%	5.0%	5.0%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Engineering	4.0%	4.8%	5.3%	4.0%	4.0%	4.3%
Technology	3.1%	3.8%	4.4%	6.0%	8.0%	10.0%

# Asia-Pacific

Pay budgets for 2022 and pay budget forecasts for 2023

## Australia

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Australia	3.0%	3.0%	4.0%	3.5%	5.0%	6.0%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Engineering	3.0%	3.0%	3.0%	3.4%	4.8%	5.8%
FMCG	1.5%	2.5%	3.5%	3.0%	3.3%	3.5%
Manufacturing	2.5%	3.0%	3.5%	3.0%	3.5%	4.5%
Professional Services	2.9%	3.1%	3.8%	3.4%	3.7%	4.4%
Technology	2.5%	3.0%	5.0%	3.0%	5.0%	5.3%

## China

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
China	4.0%	5.2%	6.1%	5.0%	6.0%	6.9%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Engineering	3.3%	4.6%	6.0%	5.3%	6.3%	7.3%
Manufacturing	3.3%	4.7%	6.0%	5.4%	6.5%	7.3%
Technology	4.0%	5.2%	7.0%	5.0%	5.0%	6.0%

# Asia-Pacific

Pay budgets for 2022 and pay budget forecasts for 2023

## India

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
India	7.3%	8.5%	10.0%	8.0%	10.0%	11.2%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Engineering	8.0%	9.0%	9.5%	6.5%	10.0%	10.5%
Manufacturing	8.4%	8.8%	9.2%	8.3%	10.0%	10.3%
Professional Services	8.3%	8.5%	11.8%	8.8%	9.5%	12.3%
Technology	4.8%	9.0%	11.3%	8.0%	10.0%	12.0%

## Indonesia

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Indonesia	5.3%	6.5%	6.9%	6.5%	6.9%	8.3%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Engineering	7.1%	7.7%	8.2%	6.8%	7.0%	8.0%



# Asia-Pacific

## Pay budgets for 2022 and pay budget forecasts for 2023

### Japan

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Japan	2.8%	3.0%	4.0%	3.0%	5.0%	6.0%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Engineering	2.8%	3.0%	4.0%	3.0%	3.3%	5.0%
Manufacturing	2.9%	3.0%	3.5%	3.1%	3.3%	4.1%
Technology	3.5%	5.0%	7.0%	4.4%	5.5%	6.5%

### Malaysia

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Malaysia	3.4%	4.0%	5.0%	4.3%	5.0%	6.5%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Manufacturing	3.5%	4.0%	4.4%	3.8%	4.5%	4.8%
Technology	4.6%	4.9%	5.3%	3.8%	4.5%	5.5%

# Asia-Pacific

Pay budgets for 2022 and pay budget forecasts for 2023

## New Zealand

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
New Zealand	2.7%	3.0%	3.1%	3.0%	3.6%	4.3%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Engineering	2.8%	2.9%	3.2%	3.0%	3.0%	3.4%
Technology	2.9%	3.0%	3.0%	3.0%	4.0%	4.5%

## Pakistan

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Pakistan	5.7%	8.4%	9.2%	7.5%	10.5%	12.0%

## Philippines

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Philippines	4.9%	5.0%	5.4%	5.0%	5.5%	6.8%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Engineering	5.4%	5.7%	5.9%	4.8%	5.5%	6.0%
Technology	5.0%	5.0%	6.0%	5.0%	5.5%	8.0%

# Asia-Pacific

Pay budgets for 2022 and pay budget forecasts for 2023

## Singapore

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Singapore	3.1%	4.0%	4.5%	4.0%	4.5%	5.8%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Engineering	3.5%	4.5%	4.8%	3.9%	4.5%	5.4%
Manufacturing	3.5%	4.0%	4.5%	4.0%	4.5%	5.0%
Professional Services	3.3%	3.5%	3.5%	4.0%	4.0%	4.2%
Technology	3.5%	4.8%	5.0%	4.0%	5.4%	6.5%

## South Korea

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
South Korea	3.3%	4.0%	4.7%	4.1%	4.6%	5.0%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Engineering	3.2%	3.9%	4.8%	3.8%	4.3%	4.9%
Manufacturing	3.3%	4.0%	4.8%	4.1%	4.8%	5.3%

# LATAM

## Pay budgets for 2022 and pay budget forecasts for 2023

### Argentina

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Argentina	25.2%	40.0%	44.0%	50.0%	50.0%	54.5%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Technology	22%	40.0%	48.0%	27.0%	50.0%	50.0%

### Brazil

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Brazil	5.0%	8.0%	10.4%	4.5%	7.8%	9.5%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Engineering	4.5%	5.0%	7.3%	4.5%	6.0%	8.0%
Manufacturing	7.3%	8.8%	9.7%	5.3%	6.8%	8.1%
Technology	4.0%	4.5%	6.5%	5.5%	7.0%	9.0%

# LATAM

## Pay budgets for 2022 and pay budget forecasts for 2023

### Chile

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Chile	3.3%	4.0%	4.4%	4.1%	4.8%	6.0%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Engineering	3.5%	4.0%	6.8%	5.4%	6.4%	8.2%
Manufacturing	2.8%	3.0%	6.3%	4.7%	6.4%	8.2%
Technology	3.6%	4.0%	4.1%	3.8%	4.3%	4.6%

### Colombia

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Colombia	5.1%	5.5%	9.1%	5.4%	7.2%	9.0%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Engineering	4.6%	5.2%	9.5%	5.2%	5.8%	7.9%
Technology	4.5%	5.0%	6.6%	4.8%	5.0%	6.5%

# LATAM

## Pay budgets for 2022 and pay budget forecasts for 2023

### Mexico

All respondents	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Mexico	4.0%	5.0%	7.0%	5.0%	5.0%	8.0%

Sector split	2022			2023		
	LQ	Median	UQ	LQ	Median	UQ
Engineering	4.4%	4.8%	6.2%	4.5%	5.0%	6.3%
Manufacturing	4.4%	4.8%	6.2%	4.5%	5.0%	6.3%
Technology	4.0%	4.5%	5.0%	5.0%	7.0%	8.0%

# Global Salary Trends

# Salary Ranges

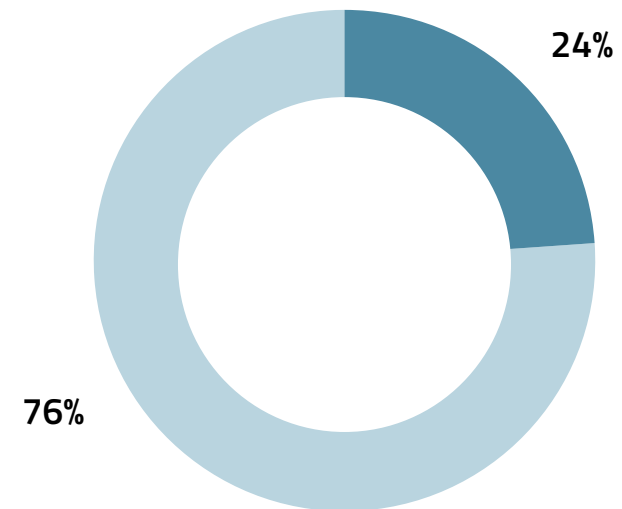
What percentage of organisations use and publish salary ranges?

Do you use salary ranges?



- Yes, we use salary ranges
- No, we don't use salary ranges

If yes, are salary ranges published for all to see?



- Yes, published
- No, not published



# Salary Ranges By Sector

How does use of salary ranges differ by sector?

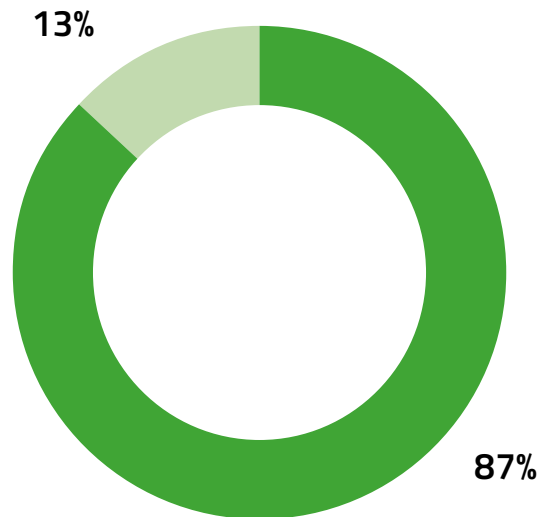
Sector	Do you use salary ranges?	Do you publish them?
	% Yes	% Yes
Charity	64%	64%
Education	86%	65%
Energy & Utilities	54%	27%
Engineering	56%	6%
Financial Services	51%	11%
FMCG	55%	20%
Healthcare	53%	32%
Hospitality & Leisure	55%	19%
Life Sciences	50%	7%
Logistics, Distribution & Transportation	40%	17%
Manufacturing	61%	15%
Media Arts	67%	0%
Professional Services	72%	29%
Public Sector & Non-Profit	88%	80%
Real Estate & Construction	36%	25%
Retail	41%	0%
Technology	63%	8%

The education and public sector/non-profit sectors show the highest use of salary ranges at 86% and 88%, respectively. Meanwhile, real estate/construction (36%) and logistics/distribution/transportation (40%) are less likely to use them. Among organisations that use salary ranges, public sector/non-profit organisations, educational institutions and charities are the likeliest to share those ranges with their employees. Among our respondents in the retail and media arts sectors, none of them publish salary ranges.

# Performance Management

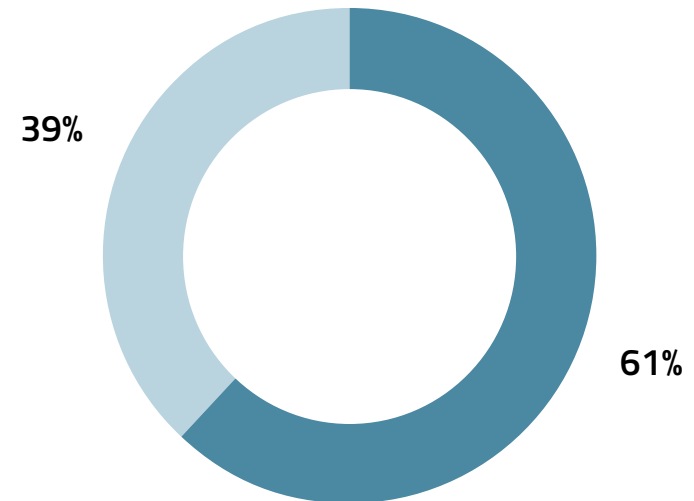
What percentage of organisations use a performance management process and ratings?

**Do you have a performance management process?**



- Yes, we have a performance management process
- No, we don't have a performance management process

**If yes, do you use performance ratings?**



- Yes, we use ratings
- No, we don't use ratings

# Performance Management By Sector

How does use of performance management differ by sector?

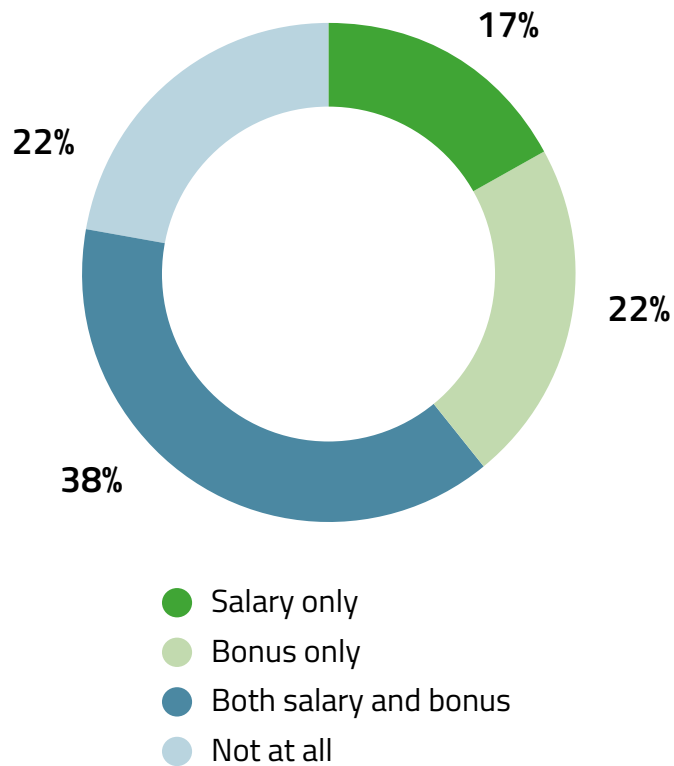
Sector	Do you have a performance management process?	Do you use performance ratings?
	% Yes	% Yes
Charity	85%	26%
Education	83%	31%
Energy & Utilities	86%	70%
Engineering	93%	65%
Financial Services	86%	79%
FMCG	71%	72%
Healthcare	83%	55%
Hospitality & Leisure	86%	68%
Life Sciences	89%	69%
Logistics, Distribution & Transportation	86%	38%
Manufacturing	92%	72%
Media Arts	100%	22%
Professional Services	87%	66%
Public Sector & Non-Profit	95%	60%
Real Estate & Construction	81%	60%
Retail	84%	63%
Technology	90%	66%

Media arts, public sector/non-profit and engineering organisations are the most likely to use a performance management process—while FMCG and real estate/construction are the least likely. Of those that implement a performance management process, financial services, FMCG and manufacturing organisations are the most likely to use ratings. Although every media arts organisation surveyed has a performance management process in place, a comparatively low percentage (22%) use performance ratings.

# Pay for Performance

What percentage of organisations link pay to performance?

Is compensation linked to performance?



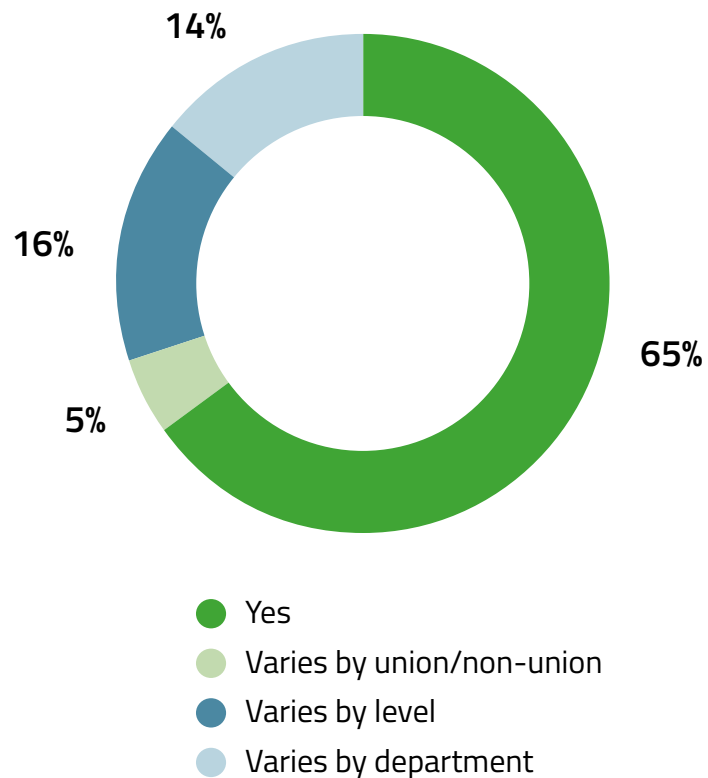
Sector	Salary only	Bonus only	Salary & bonus	Not at all
Charity	18%	5%	3%	74%
Education	18%	12%	6%	65%
Energy & Utilities	16%	37%	37%	11%
Engineering	24%	18%	42%	16%
Financial Services	15%	21%	62%	3%
FMCG	15%	25%	50%	10%
Healthcare	25%	30%	15%	30%
Hospitality & Leisure	11%	26%	42%	21%
Life Sciences	12%	0%	76%	12%
Logistics & Transport	8%	38%	23%	31%
Manufacturing	21%	25%	46%	8%
Media Arts	22%	33%	33%	11%
Professional Services	4%	26%	52%	19%
Public Sector & Non-Profit	29%	5%	19%	48%
Real Estate & Construction	25%	20%	35%	20%
Retail	21%	21%	42%	17%
Technology	16%	22%	50%	13%

Linking pay to performance is relatively uncommon among organisations in the charity and education sectors—and most common among organisations in the financial services, manufacturing, media arts and energy/utilities sectors. A slight majority overall link both salary and bonus payments to performance, as opposed to just salary or just bonus. Life sciences and financial services lead the trend in this area.

# Budget-Setting

What percentage of organisations divide budgets according to unions, levels or departments?

## Do you set the same budget across all roles?

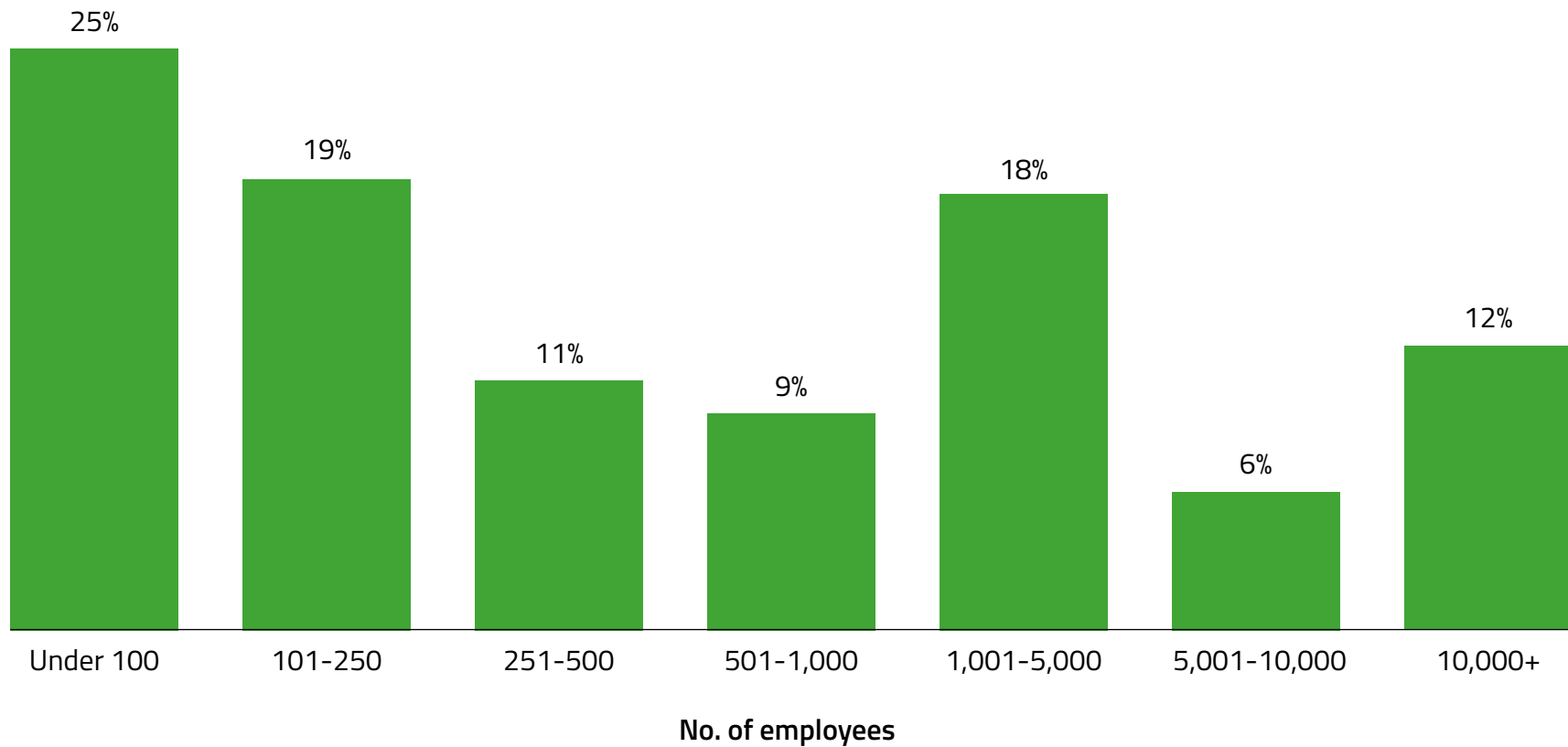


Sector	Yes	Union/non union	Level	Department
Charity	73%	0%	15%	7%
Education	73%	0%	14%	14%
Energy & Utilities	79%	8%	0%	8%
Engineering	57%	11%	11%	17%
Financial Services	66%	2%	19%	9%
FMCG	39%	26%	26%	4%
Healthcare	60%	0%	10%	17%
Hospitality & Leisure	45%	5%	14%	27%
Life Sciences	75%	0%	15%	5%
Logistics & Transport	40%	7%	20%	27%
Manufacturing	51%	19%	7%	13%
Media Arts	69%	8%	8%	0%
Professional Services	44%	0%	21%	30%
Public Sector & Non-Profit	80%	4%	12%	0%
Real Estate & Construction	52%	0%	7%	34%
Retail	57%	0%	27%	10%
Technology	60%	2%	17%	12%

The majority of organisations across all sectors surveyed set the same budget across all roles. While some set budgets according to level or department, relatively few do so according to union/non-union, with FMCG being the most likely to do so—and likewise by level. Organisations in the real estate/construction sector are the most likely to set budgets based on department.

# Participant Headcount

Distribution of participating organisations by number of employees



# Participant List

15below	Aston Lark	Broadway Engineering Ltd	CRL
2Agriculture Ltd	Aston Manor Cider	Broadwick Group Ltd	Crossroads Together
2M Holdings	Astrid & Miyu	Bromford Housing	Cubic Corp
A T Bone & Sons Ltd	Astro Lighting Ltd	Brooklands Museum Trust Ltd	Curve Games
A2Dominion	Atradius	Bruntwood	Cycling Scotland
ABB	ATS	BSI	D4T4
Abcam	Attitude Is Everything	BSL	Dame Allan's School
ACCA	Audio Network	Bulgin Ltd	Dana Incorporated
Achilles Therapeutics	Audit Bureau Of Circulations Ltd	Buttress Group	Darktrace
ACN UK	Avantor	Callen Lenz	De Smet Rosedowns
Adaptix	Avertec Ltd	Cambridge Consultants	Deckers Brands
Adimo	Avove	Cameramatics	Dee Set
ADM Protexin Ltd	Axiom Repair	Campion Homes Ltd	Deloitte
Advantage Travel Partnership	Axis Capital	Capital Letters	DFT OLR Holdings Ltd
Advanz Pharma	BAE Systems	Capital.com	DHG
Aecom	BAKO	Car Care Plan Ltd	Digital Barriers
Aegis Engineering	BAM Construction	Card Factory	Diocese Of Ely
AESSEAL	BayWa r.e.	Cargotec	Distrelec Ltd
Airmec Essential Services	Baywater Healthcare	Carrs Billington Agriculture (Operations)	DOCOSoft
Airport Coordination Ltd	BCA UK & Cinch	Chartered College Of Teaching	Domestic & General
Allerton's Group	BCD Meetings & Events	Chiene + Tait	Education Endowment Foundation
Alpha Wholesale	Becker Industrial Coatings	Cimspa	Elkes Biscuits Ltd
AluK	Belcan	Claims Consortium Group	Elliott Wood Partnership
Amazon	Belron	Clear Channel	Ellis Atkins
Amazon Filters Ltd	Bennett Restaurants Ltd	Climate Arc	Embark Group
Ambitious About Autism	Bewley Homes	Climate Bonds Initiative	EMG
AMC Networks International	Biocair International	Cloud Student Homes	Enara Bio
Amey	Bishop's Cleeve Parish Council	CloudM	ENGIE
Anasuria Operating Company	BKUK Group Ltd	Cloudreach	EnQuest PLC
APS Produce	Black & White Engineering	Coleg Gwent	Eric Wright Group
Arbortec	Bleckmann UK	Colmore Ps Ltd	Es Field Delivery
Arch Capital	Bluecrest Wellness	Commodore Design	ETB Technologies
Ardagh Group	Board	Computacenter Ltd	ETI
Ardonagh Advisory	Bott Ltd	Computeam Ltd	Eurovia
Arrow Global Group	Bottlepay Ltd	Concurrent Technologies	Exmos
Arup	Brenwards Ltd	Confidential	Expo Technologies
Ashton Gate Stadium	Bristol Airport Ltd	Covea Insurance	Farrat Isolevel
Ask4	Brita Water Filter Systems Ltd	Cox Automotive	Farsight
ASOS	British Armed Forces	Coyote Logistics UK Ltd	FINTEL
Aspire Defence Services Ltd	British Red Cross	Creo Medical	First Central

# Participant List

First Home Improvements (England) Ltd	Home Instead	Leidos	Morgan Advanced Materials
First Light Games	Hospice	LGC	Mori
Fisher German LLP	HSH Coldstores Ltd	Lhasa Ltd	Morleys
Forensic Access Group	I2 Analytical	Lightcast Discovery	Mortgage Advice Bureau
ForFarmers	IAG Loyalty	Livelyhood Venues Ltd	Morton Fraser LLP
Forth Ports	IETG & 40Seven	Local Trust	Motability Operations Ltd
Frank Key	Ikano Bank	Lockheed Martin	Mother London Ltd
FRC Group	IMC Pan Asia Alliance Pte Ltd	Lodge Service International Ltd	Mott MacDonald
Frost Design And Consulting Group	IMS	London Business School	Movement For Reform Judaism
FutureDotNow	Independent Vetcare Ltd	London Health & Aesthetics	MPM Products
Gael Force Group	Inghams	London Legacy Development Corporation	MRM Global
GameAnalytics	Institute Of Export And International Trade	Lumon	Muller UK & Ireland
Gateway HR & Training Ltd	Integrated Service Solutions Ltd	Macfarlanes	Multimatic
General Dynamics UK Ltd	International Personal Finance	Macmillan Cancer Support	Muve
Getronics	Invesco	Macmillan Publishers	N J Screen Prints Ltd
Giacom	IOGP	Magna Housing Ltd	NATS Holdings
Givepanel	Irhythm Technologies	Makara Health Communications	NCO Europe
GoDaddy	Irwin Mitchell	Malcomm	Nederman Ltd
Gold-i	Isogenica	Malmaison	Nest Corporation
Golfbreaks	ITI Group	MandM Direct Ltd	Netsells
Gopuff	ITN	Manigo	New College
Grainger PLC	J Rosenthals & Son A Division Of Ulster	MAR	Newday Cards Ltd
Green Street	Weavers	Marel	NG Bailey Group Ltd
Grosvenor	JaRo HR	Marine Conservation Society	No Climb Products Ltd
Handsfree Group UK	John Lewis	Maritime Academy Trust	No Limits
Harbour Hotels	Joseph Heler Ltd	Markey Group	Nobia UK
HD Group	JTI Uk	Mars	Nordic Semiconductor
HDC	Juniper Education Ltd	Maydencroft	Nordoff Robbins
HDR	Kafe Rocks Ltd	Mayhew	Nuvias UC
Headlam	Karl Storz Endoscopy UK Ltd	McBrides Accountants LLP	NWF Fuels
Health HR UK	Kilwaughter Minerals Ltd	MCR Consulting	Odeon Cinemas Group
Health Innovations UK Ltd	Kindred Group PLC	ME&U	Offpoy CIC
Healthcare21 UK Ltd	Kingfisher	Medical Protection Society	OneHR Ltd
Hearsay Systems	Krucial	Mental Health Matters	Optionis
Hearst UK	Kuungana Advisory	Metro Bank	Orcha
Heatrod Elements Ltd	Lambert Smith Hampton	MFG	OSD Healthcare
HES	Leeds Castle	Millbank	OSI Electronics
Hilton	Leep Utilities	Ministry Of Defence	Osttra Ltd
Hilton Foods UK	Legal & General	MMA Offshore	OTB Engineering Ltd
Holland & Barrett	Leicestershire County Council	Molson Coors Beverage Company	Oxfam



# Participant List

P&C	Responsible Life	Staffordshire University	University Partnership Programme
Parkville Pharmaceuticals	Retail Energy Code Company	Staircraft Group	Unlocking Potential
Pathways CIC	Reward Heads Ltd	Stork	Urban Saints
Paycomplete UK Ltd	River Software Ltd	Structural Metal Decks Ltd	UTAX UK Ltd
PCK	Roche Products Ltd	Student Roost	Vault Hill
Peak Scientific	Rochester Electronics Ltd	Summit	Velcro Ltd
Pebbletree Ltd	Royal British Legion	Suntory	Veolia
Pennon Group PLC	Royal College Of Obstetricians And- Gynaecologists	Swale Academies Trust	Verdantix
Pentagon Food Group	Royal College Of Surgeons Edinburgh	TalkTalk	Vernalis
People's Dispensary for Sick Animals	RSA	Taster	Vetct
Personal Group	RSK Group	Taurus	Vitality
Peta	Ruroc Ltd	TBS Engineering	Vizlib
Phytome Life Sciences	Sage Homes	Technimove Ltd	Vodafone UK
Piglet In Bed	Sanctuary Trust	Telent Technology Services	Voith Paper Ltd
Pilgrim's Food Masters	Sarsen Stone Group	The British Library	Volarid
Pizza Express	Satys Sealing & Painting UK Ltd	The Business Of Fashion	vTime
Play'n Go	Scape Ltd	The Deaf Academy	Vuealta
Porchlight	Scottish Fire And Rescue	The Donkey Sanctuary	Webcertain
Portakabin	Screwfix	The Grange	Webhelp
Portsmouth Naval Base Property Trust	Seascope	The Green Energy Advice Bureau	Welsh Water
Possabilities	Sedex	The Hills Group Ltd	Wessex Water
Posturite	Segen	The Hireman	Whirlpool
PPG	Sella Controls	The Instant Group	William Jackson Food Group
PPS	Sensyne Health	The Key Support Services	Women's Aid
Praetura	Serenity Parks Ltd	The Lake District Calvert Trust	Woodgate and Clark
Predatar	Severfield PLC	The NX Group	World Of Sweets
Premise Data	Shepherds Friendly Society	The Salvation Army UK and Ireland	World Wide Technology
Priors Court Foundation	Siemens Energy	The Synergos Institute	Wyndham Hotels & Resorts
Progress Care	Signature Senior Lifestyle	The University Of Edinburgh	XPO Logistics
Prohire Ltd	Simpson Millar	The Walt Disney Company	Xtrutech
PX Ltd	Sinewave	THG	YFF
Quality Meat Scotland	Skipton Building Society	Thomas International	York Museums Trust
QuidelOrtho	Smart Working	Thompson Wright	Young Enterprise Scotland
Quintessence Fragrances	Snowdonia Cheese Company Ltd	Toilets+ Ltd	Youturn Futures
QVC	Social Care In Action	TTC Group	ZF Group UK
R Twining And Company Ltd	Sovos	Uber Boat By Thames Clippers	
Rail Operations Group	St Barnabas Hospice	UCB	
RBWN Property Company Ltd	St. John's Packaging UK Ltd	UCL	
Reading Blue Coat School	Staci UK	Ultra	
Resident Hotels		United Trust Bank	

## About 3R Strategy

We are a pay and reward consultancy dedicated to helping organisations **build a culture of trust through pay transparency.**

Our vision is to create a future in which organisations take a fair and equitable approach to pay and reward, communicated clearly and honestly to their employees.

Discover your roadmap to pay transparency by scheduling a call with a member of our team.

[Schedule a call with us](#)

Find out more at [3r-strategy.com](https://3r-strategy.com)