



# Pay Pulse Survey Report

May 2023

# Contents

Introduction .....	2
Pay budgets .....	3
Cost of living .....	5
Flexible working .....	6
Pay transparency .....	9

In September 2022, we published our [global salary planning survey](#) including data relating to forecasted pay review budgets for 2023.

This pulse survey set out to determine how the actual UK pay budgets for 2023 compared to those forecasted, or whether the continued high inflation and cost of living pressures have impacted the figures.

In March 2023 we invited HR professionals to complete this pulse survey covering pay budgets and current pay and reward topics. This included cost of living assistance, flexible working and pay transparency.

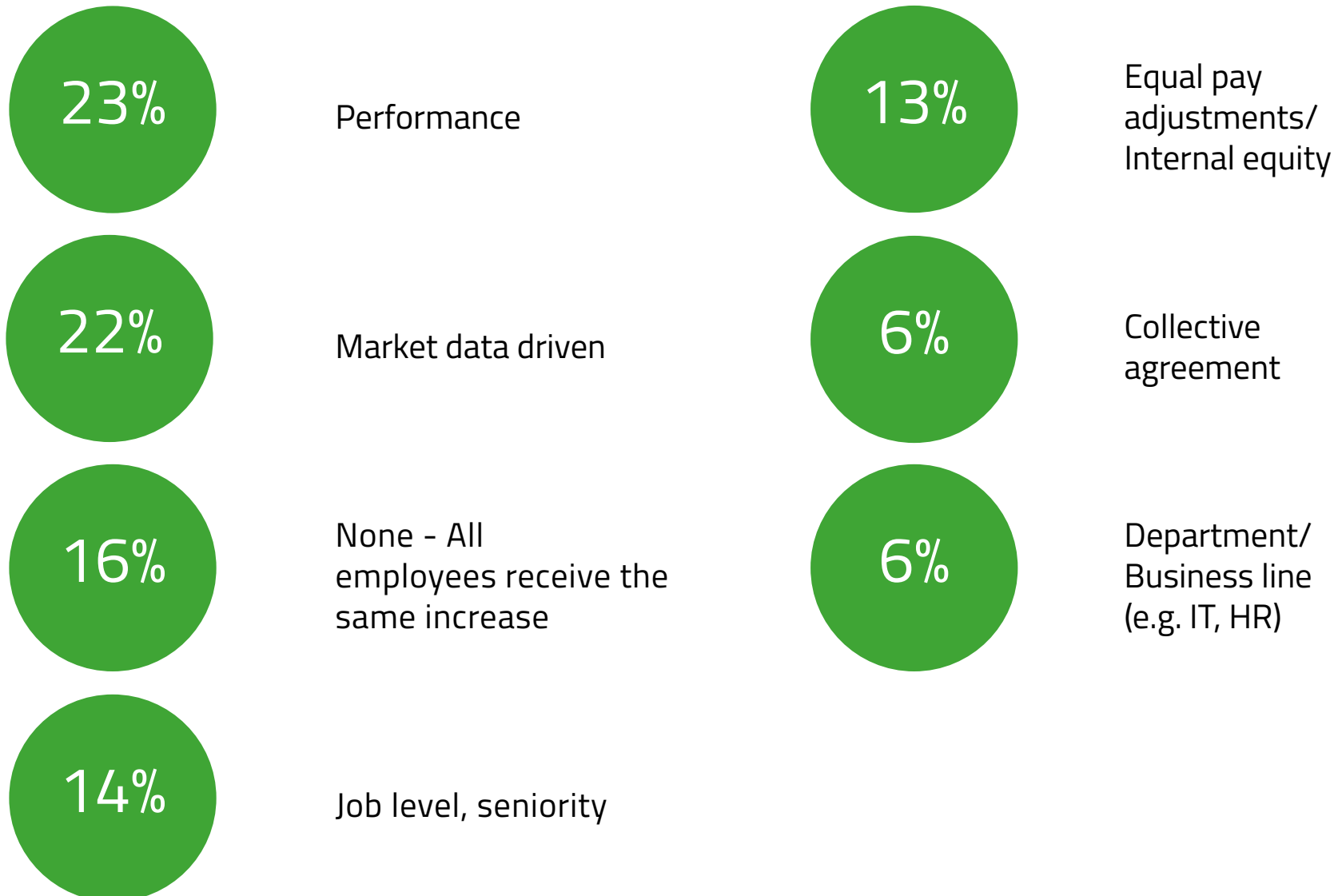
In August this year, we will again be inviting reward and HR professionals to participate in our annual global salary planning survey. By doing so, you get a free copy of the report and early access to results. To ensure you are invited to participate in this and any future reward trend surveys, [please register here](#).

# Budgeted increases for 2023

Data collected in March 2023. Pay increases include merit, promotions, mandatory increases, cost of living adjustments and collective agreements.

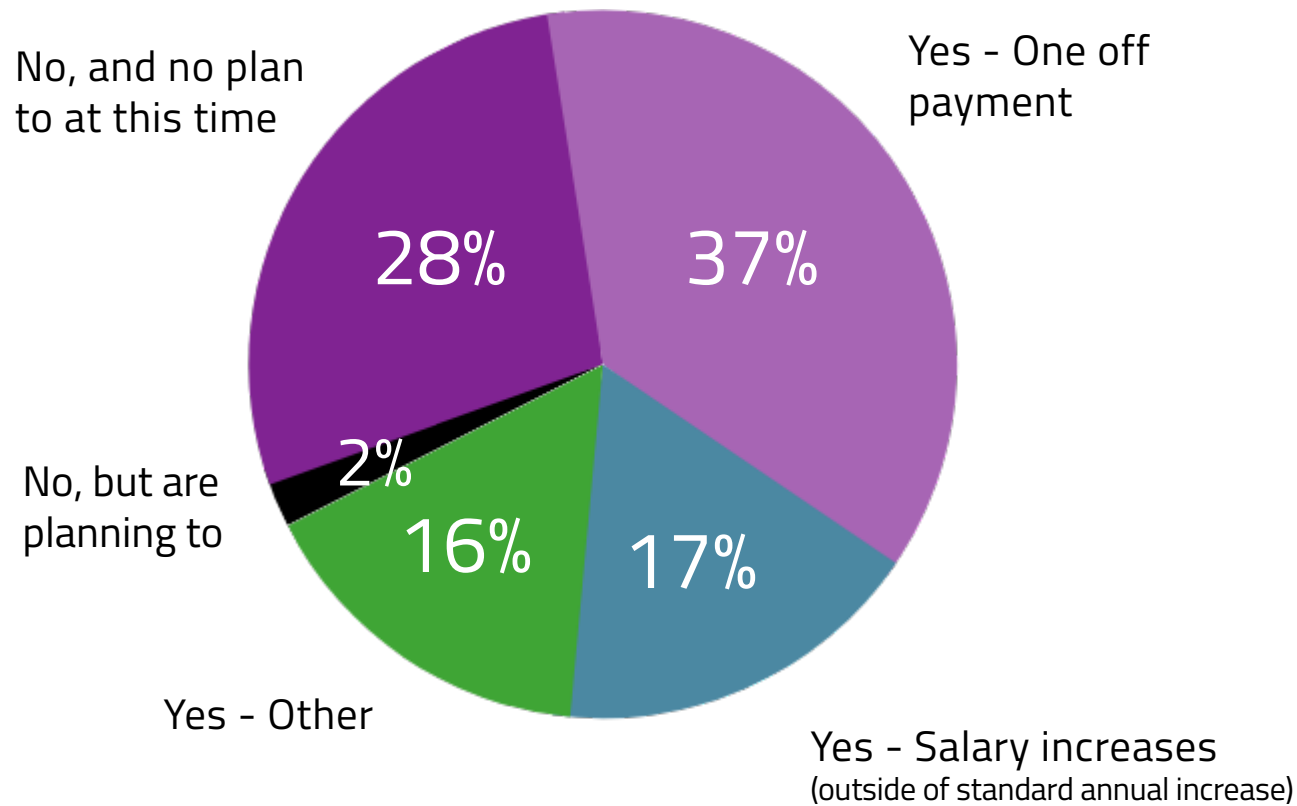
	LQ	Median	UQ
<b>All respondents</b>	5%	5%	6%
Sector	LQ	Median	UQ
Charity	4.3%	5%	5.6%
Education	3%	3%	5%
Energy & utilities	5.5%	6%	6.8%
Financial services	5%	6%	8.8%
Healthcare	5%	5%	6%
Manufacturing	3%	5%	5.9%
Professional services	3.2%	5%	6.3%
Public sector & non-profit	3.5%	4%	5.6%
Retail	5%	5%	5%
Technology	5%	5%	6.6%
Life sciences	4.9%	5.5%	7%
Hospitality & leisure	5%	5%	6%

# How pay increases are differentiated



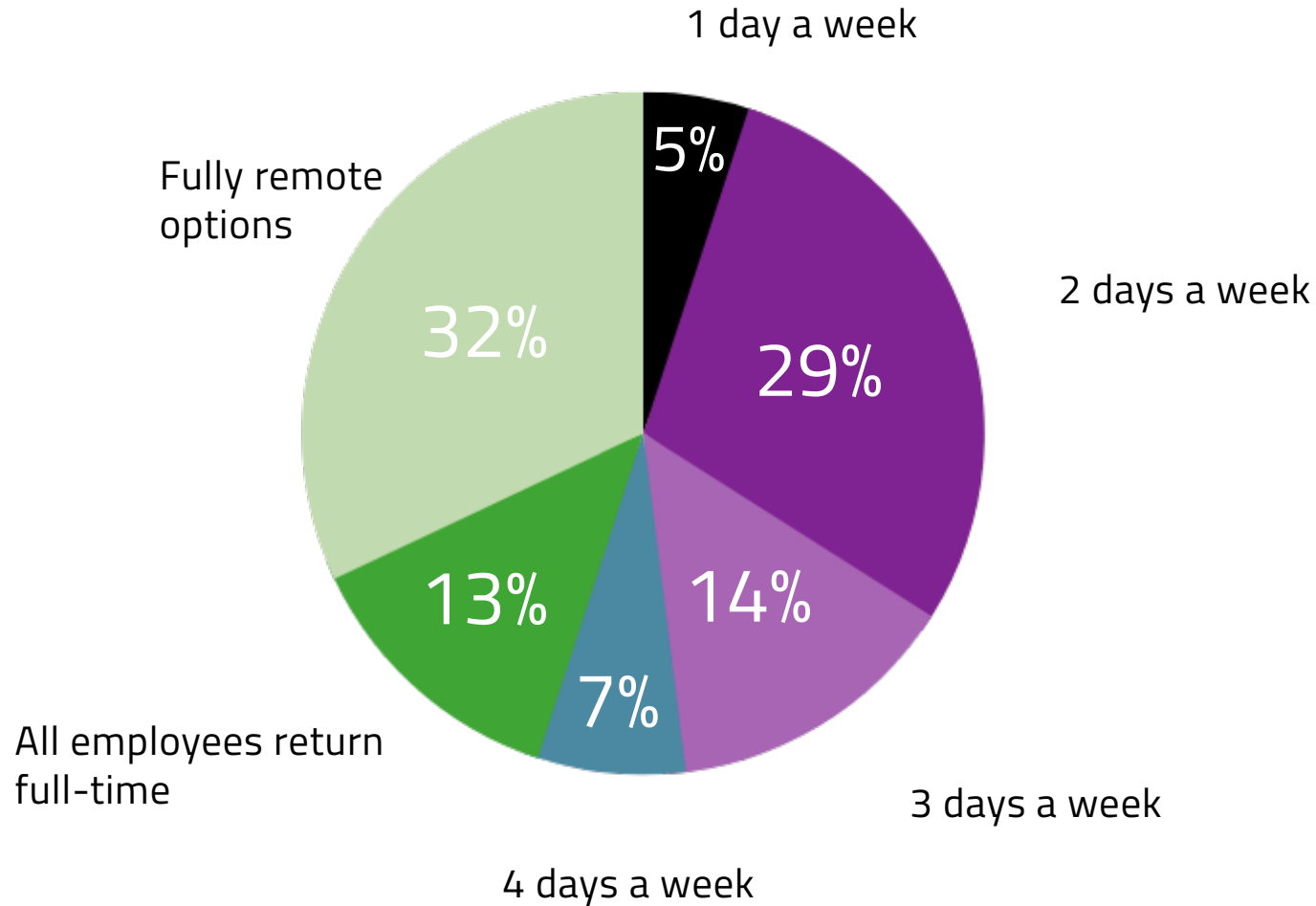
# Have you given cost-of-living support?

70% of organisations have given support to address the cost-of-living crisis. Other actions include financial wellbeing education and support, vouchers, enhanced benefit packages and multiple cost-of-living payments.

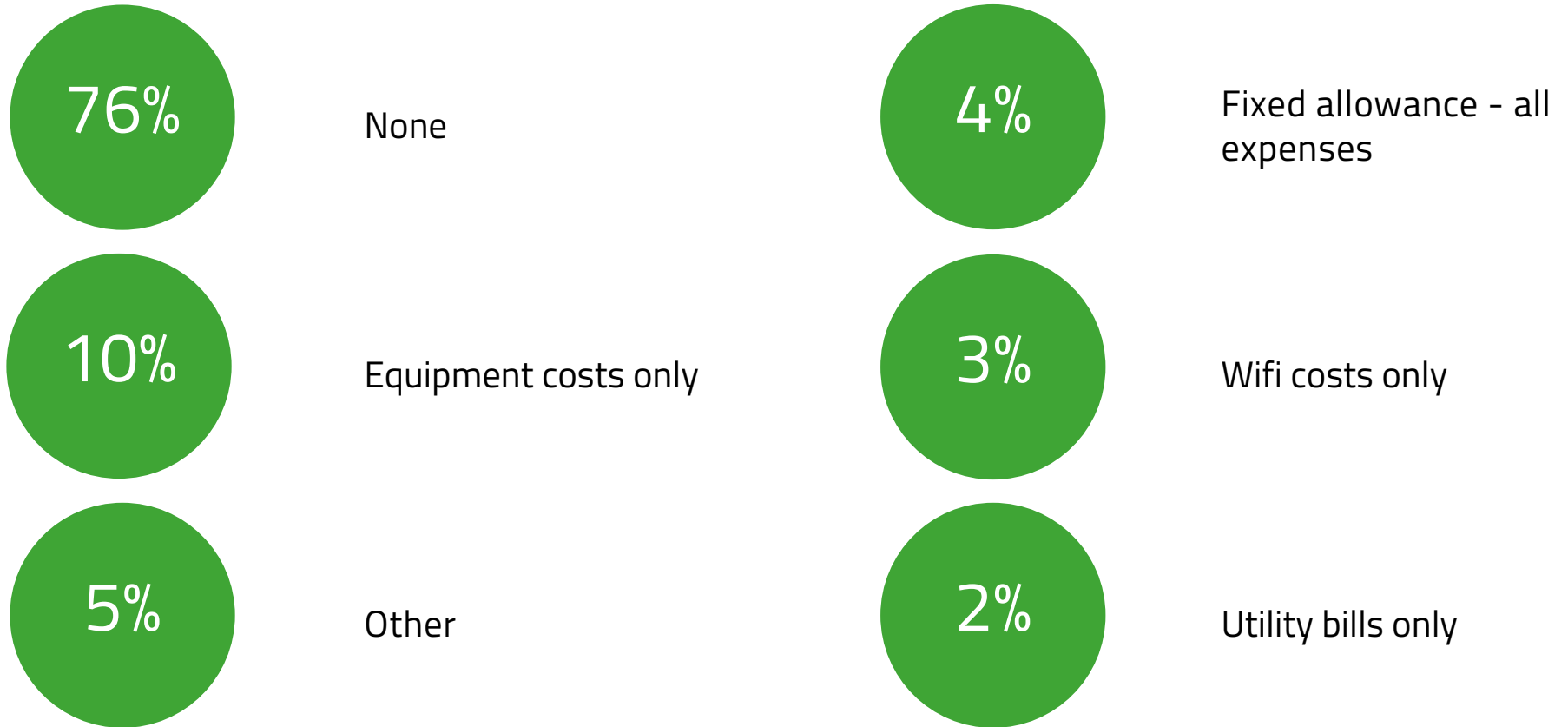


# Required time in the office after the pandemic

This data only applies to roles where an alternative is applicable (e.g. factory workers may not be able to work from home).

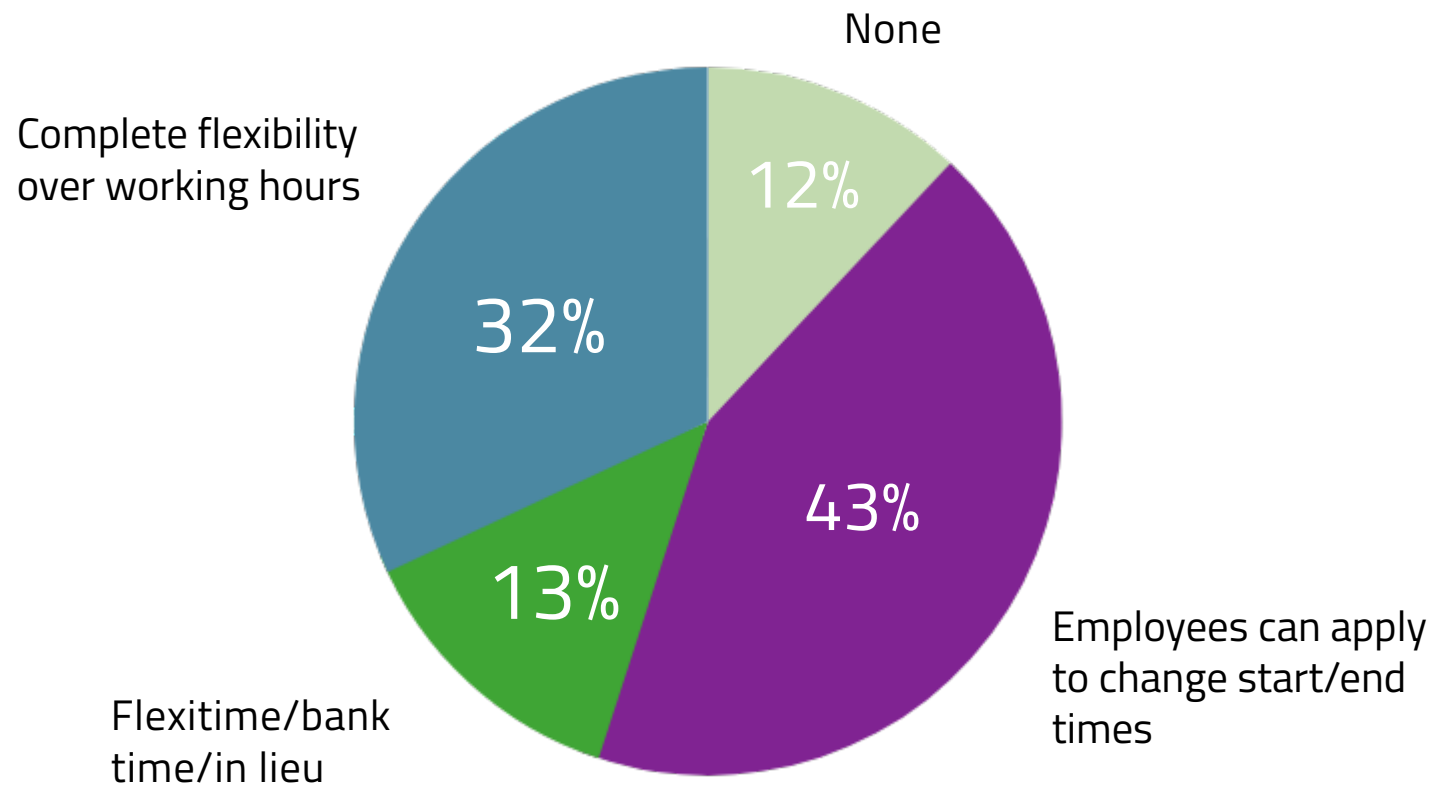


# Do you offer a home working allowance?



# Flexible working hours

Offering flexible working arrangements where possible can support recruitment and retention as well as increase employee productivity.

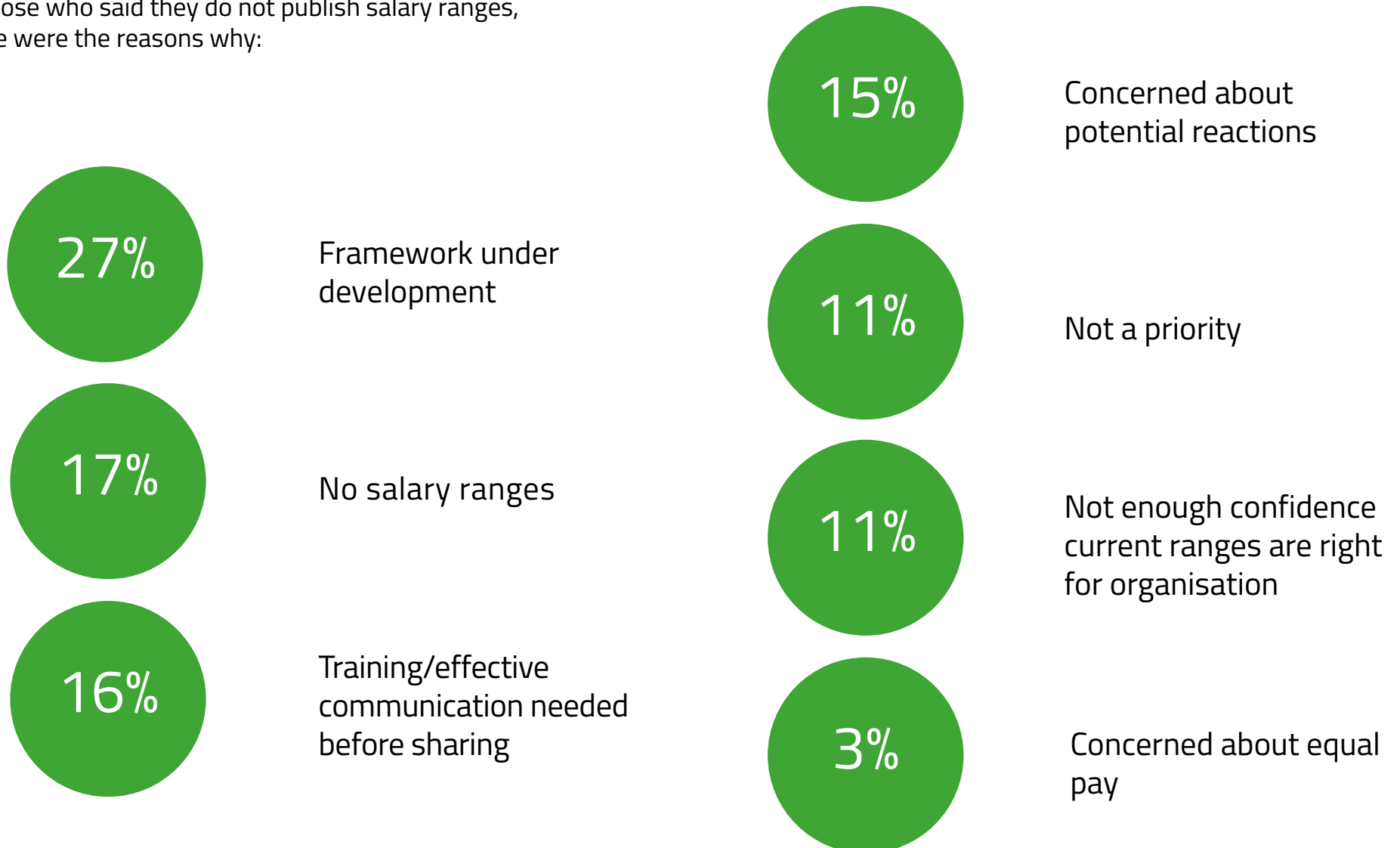




# Pay transparency

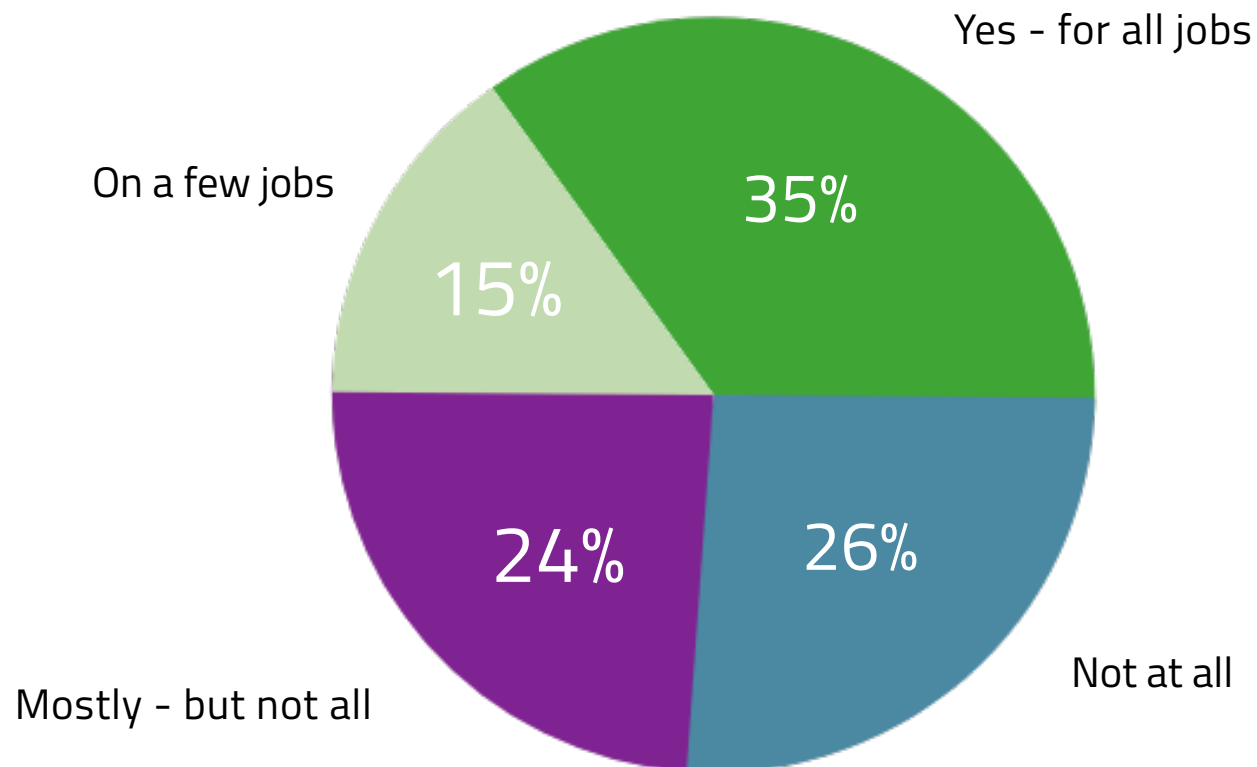
Only 12% of participants said they publish salary ranges for employees to see.

Of those who said they do not publish salary ranges, these were the reasons why:



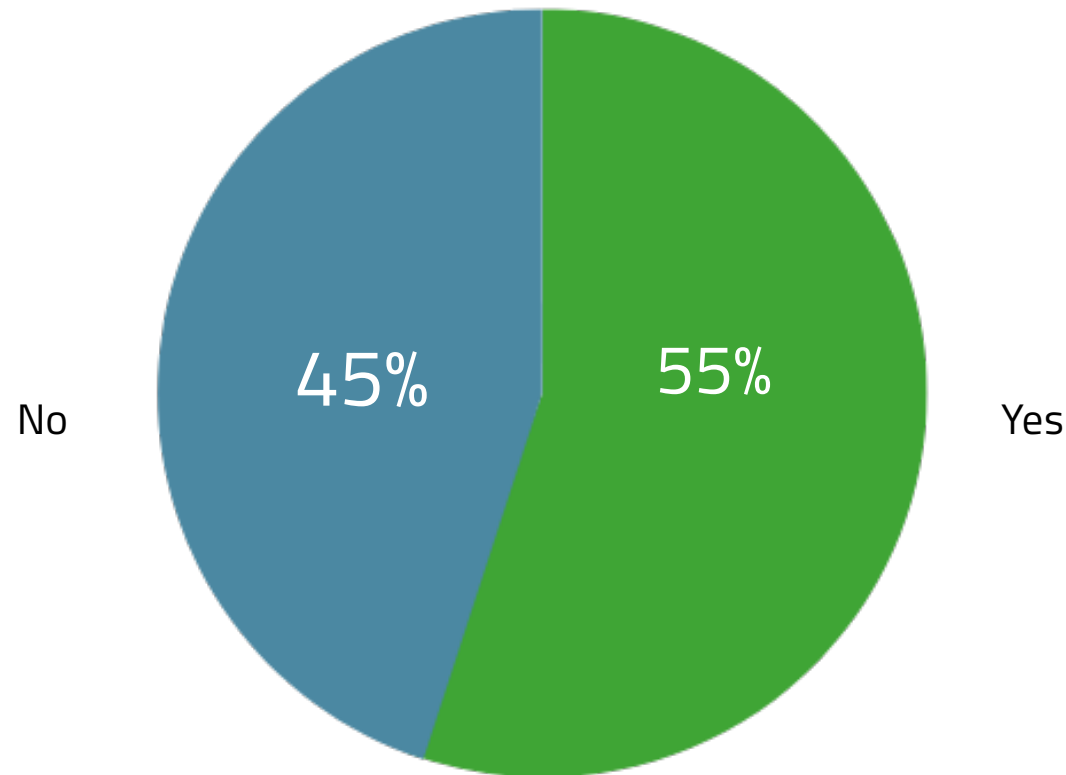
# Are pay ranges displayed on job ads?

As part of the 2023 EU Directive, it will now be a legal requirement for organisations to provide candidates with pay information before an interview. While the UK will not need to enforce these laws due to the effects of Brexit, the UK government will likely face pressure to implement similar laws in the future.



# Are candidates asked for their current salary during recruitment?

Another new regulation for organisations following the 2023 EU Directive means that employers will no longer be allowed to ask any questions during the recruitment process regarding current salaries.

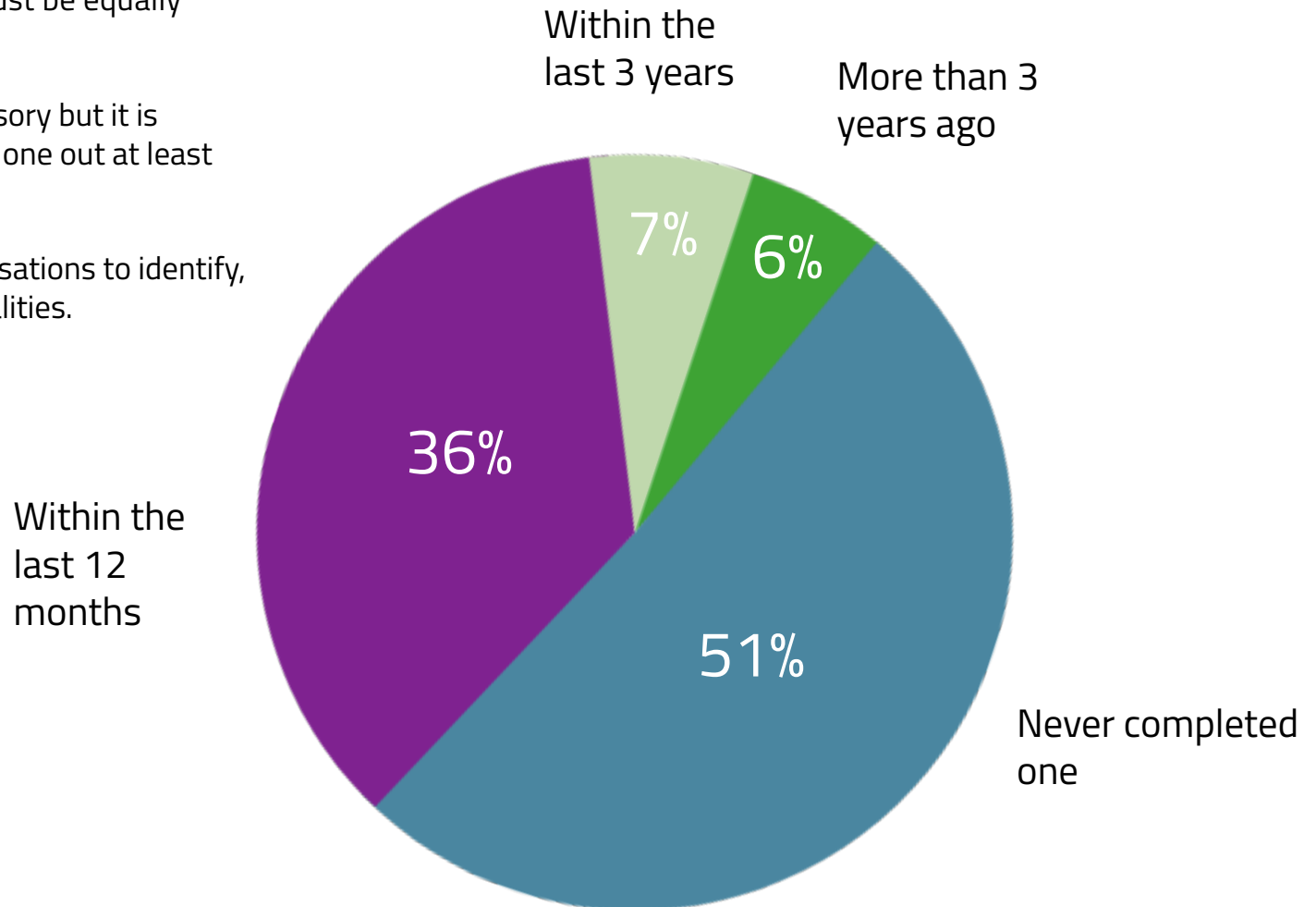


# When did your organisation conduct its last equal pay audit?

Under the Equality Act 2010, men and women carrying out equivalent work must be equally compensated.

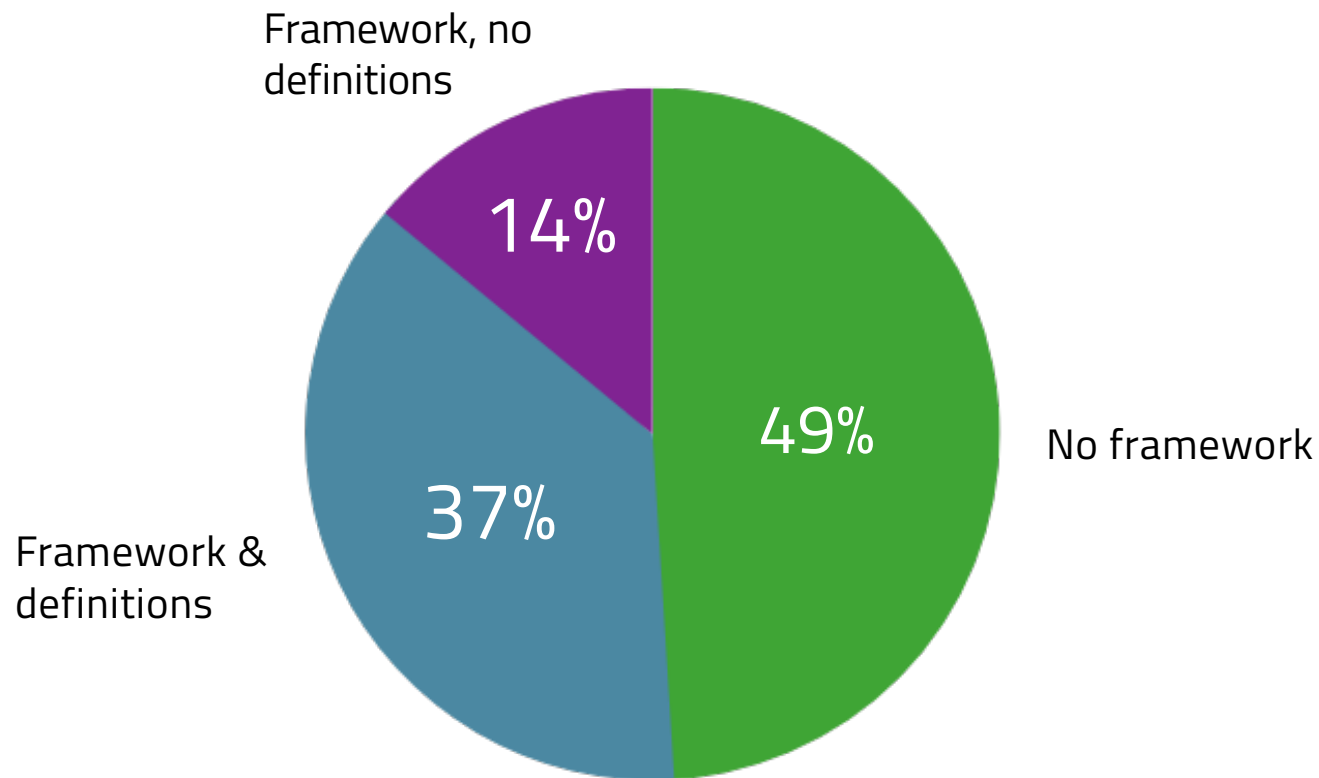
Equal pay audits are not compulsory but it is advised that organisations carry one out at least every three years.

An equal pay audit allows organisations to identify, explain and eliminate pay inequalities.



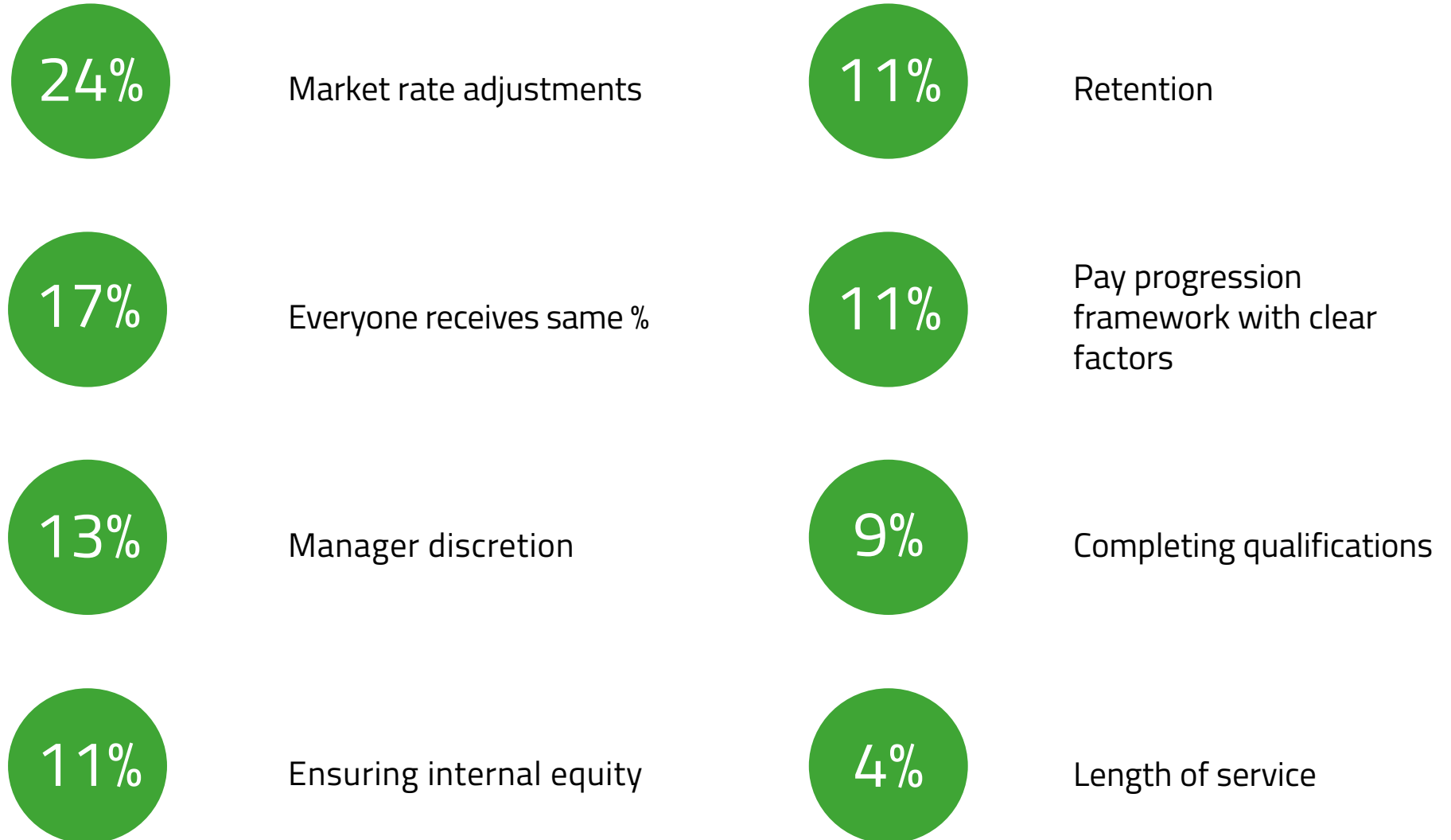
# Organisations with a career framework/job architecture

A complete job architecture gives you a set of bands designed to ensure fairness and consistency in your approach to pay, bonus and benefits. As more companies make the move towards pay transparency, your career framework provides the backbone by which decisions are made.



# What determines pay progression?

A pay progression framework encourages and rewards desired employee behaviour while maintaining salary competitiveness with the external market.





Reward, Recognise, Retain

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](#)

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



## Reward Consultancy

Reward strategy & principles

Reward on tap

Reward communications

Remco executive benchmarking



## Pay

Pay structure

Salary benchmarking

Equal pay

GPG reporting

Pay progression



## Job Evaluation

Bespoke job evaluation framework

Job architecture design



## Total Reward

Recognition plans

Bonus & sales incentives

Benefits benchmarking