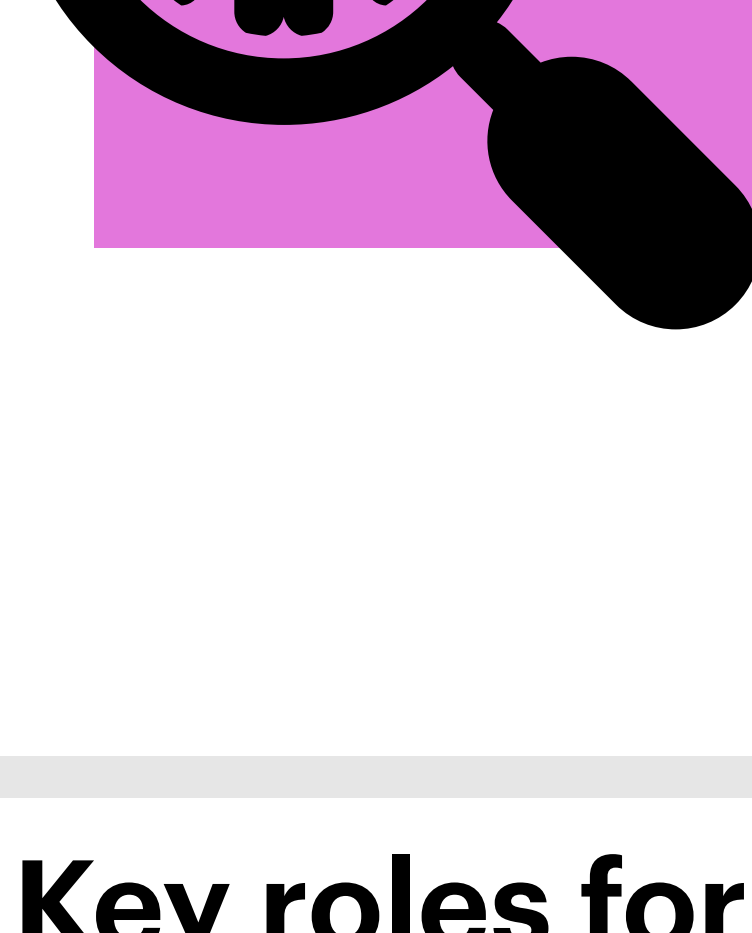


2023 pay trends in the Tech, Media and Gaming industry



Employee attraction and retention plague organizations around the globe

Organizations are struggling to fill key roles at every level



Voluntary attrition rate

14%

Brazil

13%

China

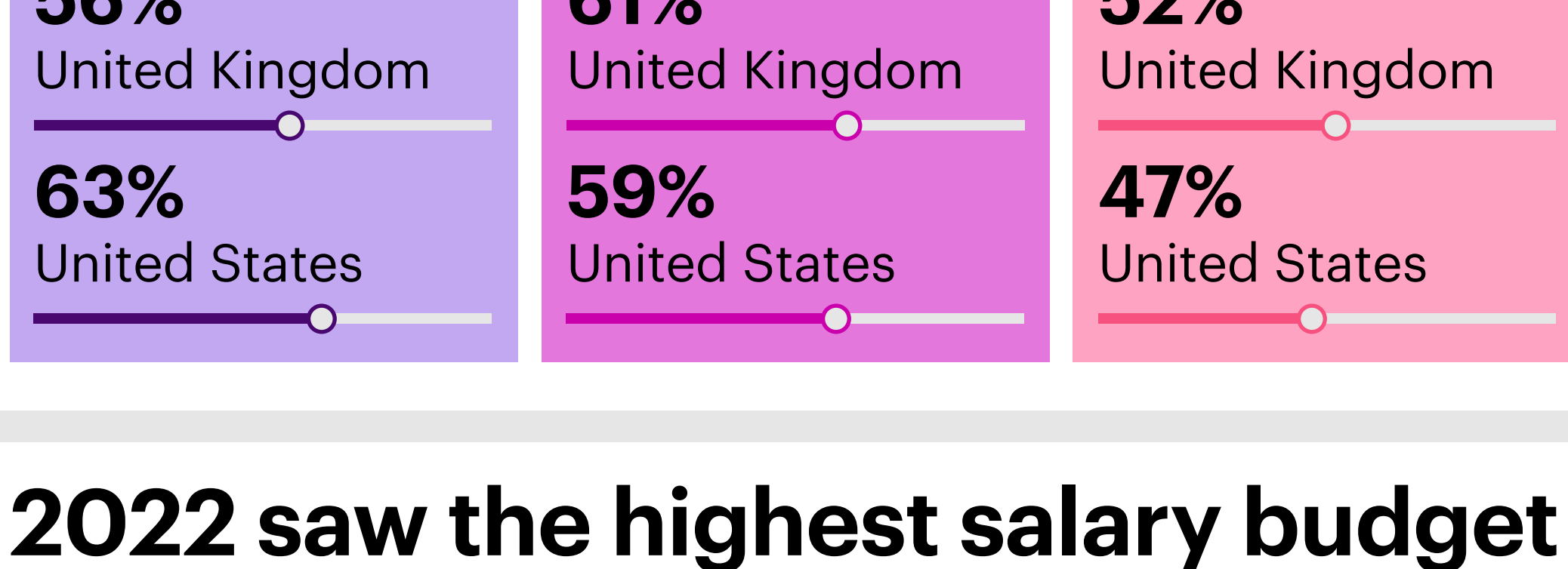
13%

United Kingdom

16%

United States

Key roles for which employers will be recruiting in the next 12 months



2022 saw the highest salary budget increases in nearly 20 years

Given the fundamental role salary plays in an organization's ability to attract and retain talent, employers plan to carry this adjustment through to 2023 – yet remain cautious about how and when they allocate the overall budget

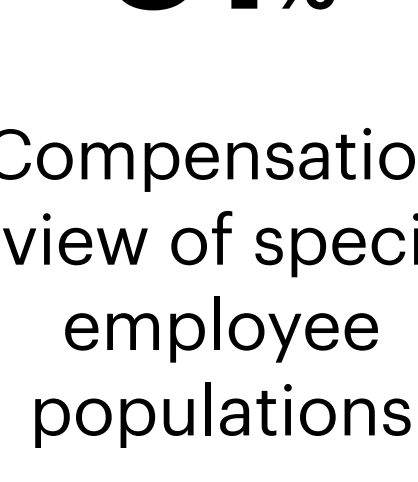


Additionally, organizations leveraged bonus payouts in 2022 and, again, are on track to the same in 2023

16%: Average 2022 projected variable payout for middle managers and professionals

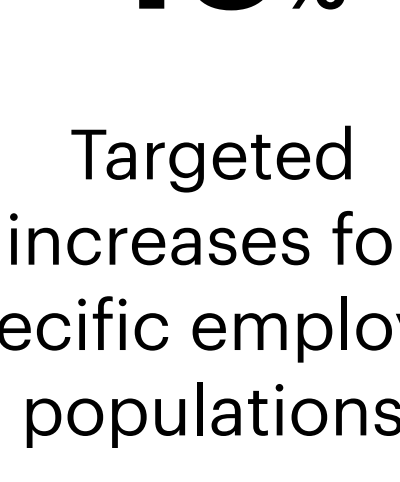


Organizations in every industry around the world have taken or are considering the same three actions



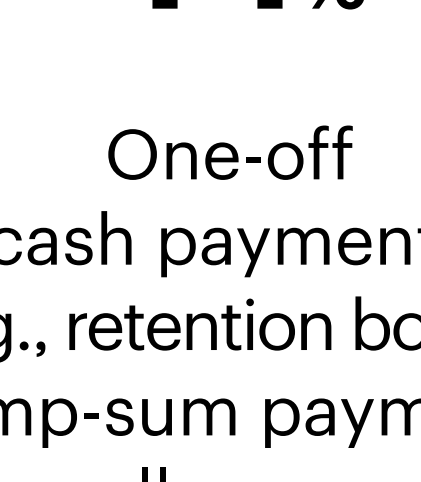
51%

Compensation review of specific employee populations



45%

Targeted increases for specific employee populations



44%

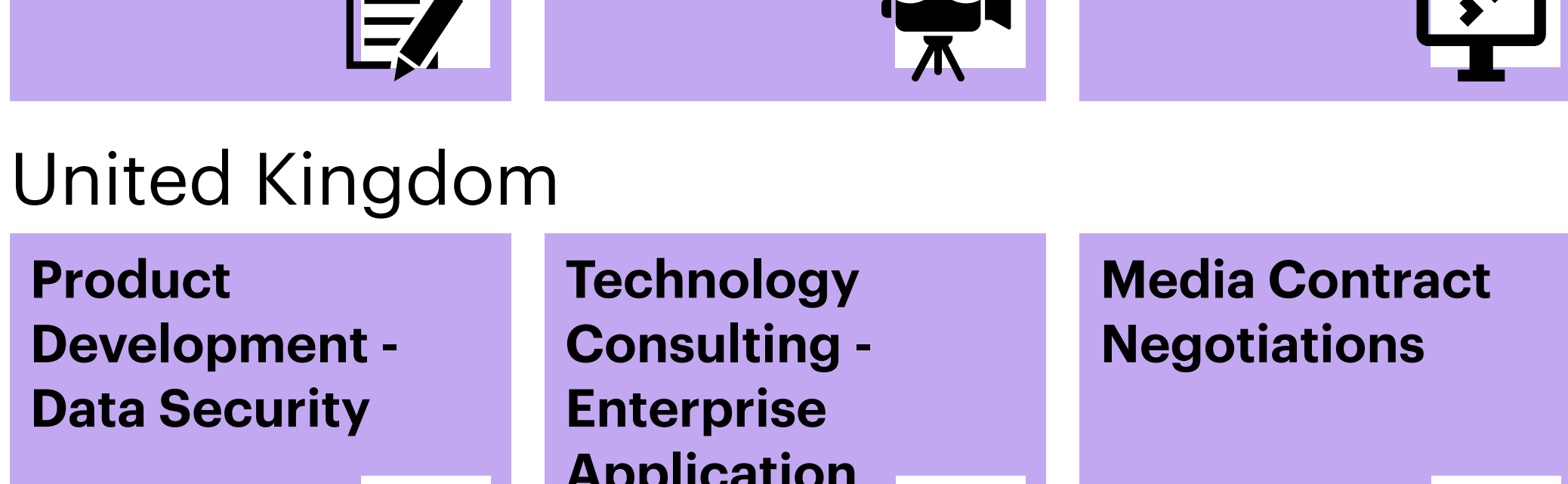
One-off cash payments (e.g., retention bonus, lump-sum payment or allowance)

Top 3 highest-paid functions in the industry at Professional Level 3 (P3)

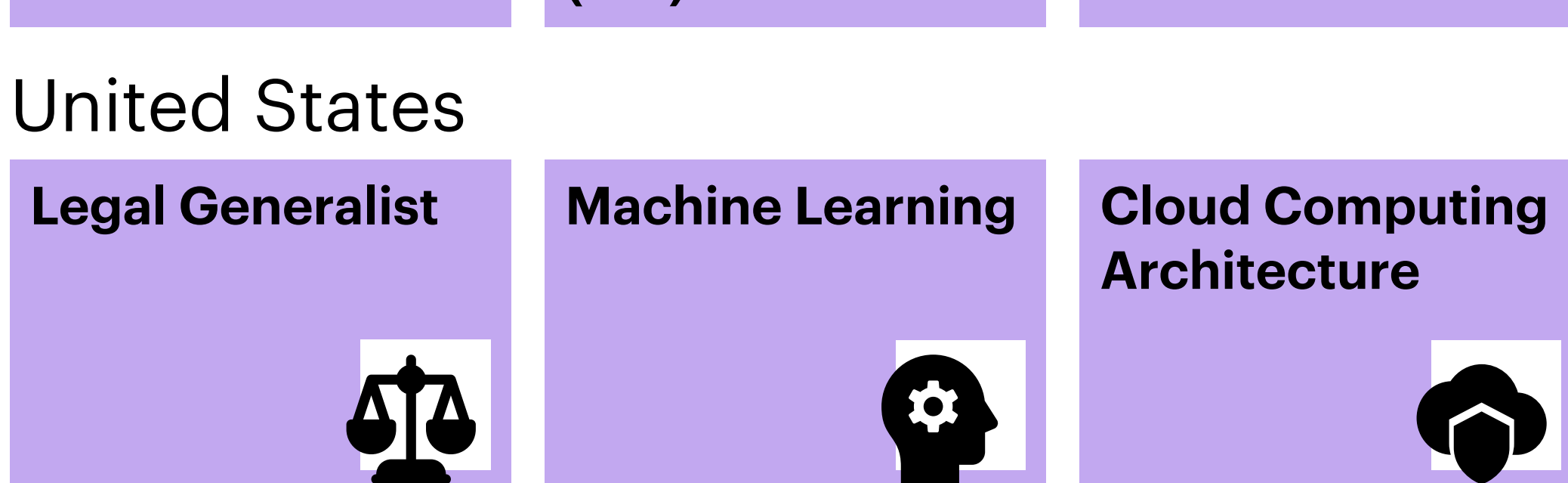
Brazil



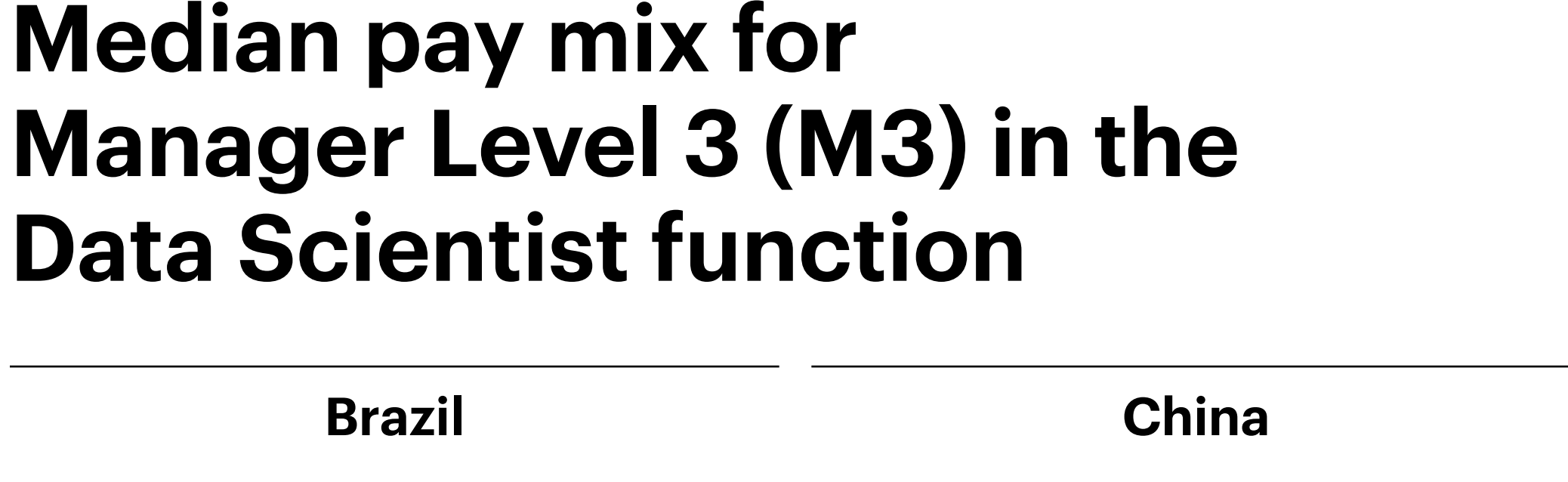
China



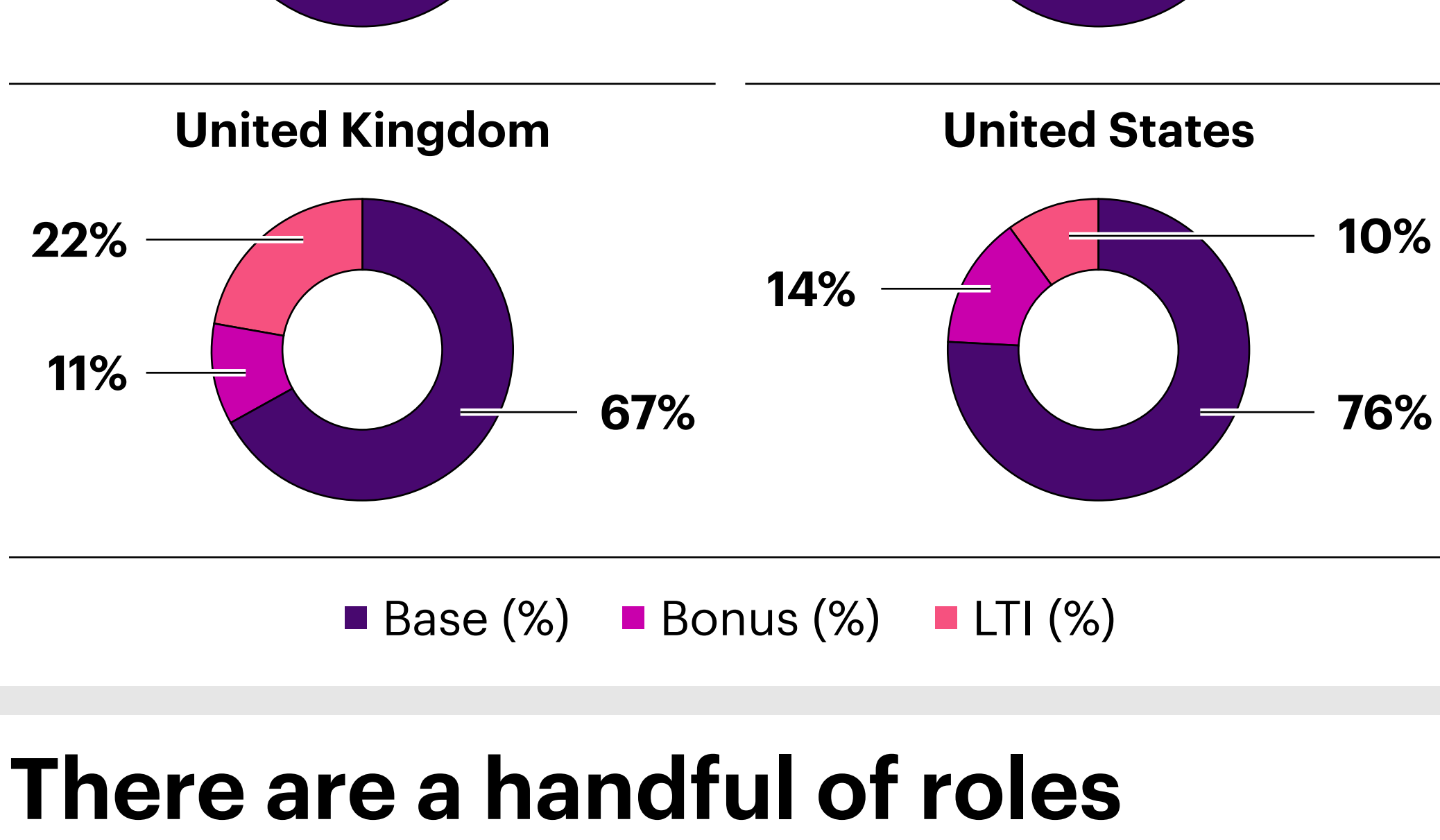
United Kingdom



United States



Median pay mix for Manager Level 3 (M3) in the Data Scientist function



■ Base (%) ■ Bonus (%) ■ LTI (%)

There are a handful of roles that will receive the highest pay premiums across regions



AI/machine learning frameworks



Cryptography, distributed ledger development, smart contract programming

15%

Asia Pacific

20%

Europe, Middle East and Africa

15%

Latin America

North America

Over 7.7 million lines of data across 67 countries globally, our Tech, Media and Gaming Survey gives you access to robust sector-specific data to help ensure you can make informed rewards decisions.

Trends that will drive 2023 rewards decisions

1 Cash compensation will continue to be the most effective attraction and retention tool for talent, but there are also important and effective non-monetary factors to consider, like the organization's reputation as a great place to work or having a clear path for growth and promotion.

2 Given high inflation and a tight labor market, organizations will also need to continue focusing on non-monetary elements such as workplace flexibility, diversity, equity and inclusion and improving the employee experience.

3 As more employees feel the pressures of a high-inflation economic environment, expect to see an increased use of financial education resources to help to alleviate employee stress and increase productivity and employee retention.

4 There will be a continued focus on skills, thus adding a skills layer to job architecture will enable organizations to gain a stronger understanding of skills required to get the work done at a job level while building overall visibility of the skills across the workforce. This will help organizations think more creatively as to how they can fill high-demand jobs, drive skill-based career mobility and conduct gap analyses to drive effective strategic workforce planning.