

# Salary Budget Survey 2021-2022

## TOP-LEVEL RESULTS

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Below is a high-level look at results from the 2021-2022 survey, which closed in June 2021. This year, the “WorldatWork 2021-2022 Salary Budget Survey” received a total of 4,085 submissions. Additional industry and geographic breakout information that can be customized in countless ways for the U.S. and Canada are included in the “Online Reporting Tool,” which will be available with the full survey results for purchase in August. If you participated in this survey, you will receive a complimentary subscription.

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### Total Salary Budget Increases, by Employee Category

	Employee Category	Actual 2021		Projected 2022	
		Mean	Median	Mean	Median
United States	NHN	3.0%	3.0%	3.3%	3.0%
	NS	2.9%	3.0%	3.2%	3.0%
	ES	3.0%	3.0%	3.3%	3.0%
	OE	2.8%	3.0%	3.2%	3.0%
	<b>All</b>	<b>3.0%</b>	<b>3.0%</b>	<b>3.3%</b>	<b>3.0%</b>
Australia	NHN	2.7%	3.0%	2.9%	3.0%
	NS	2.8%	3.0%	3.0%	3.0%
	MS	2.7%	3.0%	3.0%	3.0%
	OE	2.6%	2.8%	3.0%	3.0%
	<b>All</b>	<b>2.8%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>3.0%</b>
Belgium	NHN	2.2%	2.4%	2.5%	2.5%
	NS	2.4%	2.5%	2.6%	2.5%
	MS	2.3%	2.5%	2.5%	2.5%
	OE*	2.3%	2.5%	2.6%	2.5%
	<b>All</b>	<b>2.3%</b>	<b>2.5%</b>	<b>2.6%</b>	<b>2.5%</b>
Brazil	NHN	4.0%	4.3%	4.4%	4.5%
	NS	4.4%	4.6%	4.9%	5.0%
	MS	4.5%	4.8%	4.9%	4.9%
	OE	4.4%	5.0%	4.8%	5.0%
	<b>All</b>	<b>4.3%</b>	<b>4.6%</b>	<b>4.9%</b>	<b>4.9%</b>

U.S.	
<b>NHN</b>	Nonexempt Hourly Nonunion
<b>NS</b>	Nonexempt Salaried
<b>ES</b>	Exempt Salaried
<b>OE</b>	Officers/ Executives
Non-U.S. Countries	
<b>NHN</b>	Nonmanagement Hourly Nonunion
<b>NS</b>	Nonmanagement Salaried
<b>MS</b>	Management Salaried
<b>OE</b>	Officers/ Executives

\*This data may represent a small sample size of less than 30 responses. All data includes 0% responses.



**Total Salary Budget Increases, by Employee Category** *(continued)*

	Employee Category	Actual 2021		Projected 2022	
		Mean	Median	Mean	Median
Canada	NHN	2.7%	3.0%	3.0%	3.0%
	NS	2.7%	3.0%	3.0%	3.0%
	MS	2.8%	3.0%	3.0%	3.0%
	OE	2.6%	3.0%	2.9%	3.0%
	<b>All</b>	<b>2.7%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>3.0%</b>
China	NHN	5.4%	6.0%	5.8%	6.0%
	NS	5.6%	6.0%	6.0%	6.0%
	MS	5.6%	6.0%	6.0%	6.0%
	OE	5.3%	6.0%	6.0%	6.0%
	<b>All</b>	<b>5.5%</b>	<b>6.0%</b>	<b>6.0%</b>	<b>6.0%</b>
France	NHN	2.3%	2.5%	2.6%	2.5%
	NS	2.7%	2.5%	3.0%	2.5%
	MS	2.7%	2.5%	3.0%	2.5%
	OE	3.0%	2.5%	3.3%	2.5%
	<b>All</b>	<b>2.7%</b>	<b>2.5%</b>	<b>3.0%</b>	<b>2.5%</b>
Germany	NHN	2.9%	3.0%	3.3%	3.0%
	NS	2.9%	3.0%	3.2%	3.0%
	MS	2.9%	3.0%	3.2%	3.0%
	OE	2.7%	2.9%	3.0%	3.0%
	<b>All</b>	<b>2.9%</b>	<b>3.0%</b>	<b>3.2%</b>	<b>3.0%</b>
India	TIC	8.8%	9.5%	9.2%	9.8%
	JM	8.8%	9.4%	9.2%	9.6%
	MM	8.7%	9.5%	9.2%	9.7%
	TSM	8.5%	9.1%	9.0%	9.7%
	<b>All</b>	<b>8.7%</b>	<b>9.5%</b>	<b>9.2%</b>	<b>9.7%</b>
Italy	NHN	2.3%	2.5%	2.5%	2.5%
	NS	2.5%	2.5%	2.6%	2.5%
	MS	2.5%	2.5%	2.6%	2.5%
	OE	2.4%	2.5%	2.6%	2.5%
	<b>All</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.6%</b>	<b>2.5%</b>
Japan	NHN	2.5%	2.3%	2.9%	2.5%
	NS	2.4%	2.4%	2.8%	2.5%
	MS	2.6%	2.4%	2.8%	2.5%
	OE	2.3%	2.3%	2.6%	2.5%
	<b>All</b>	<b>2.5%</b>	<b>2.4%</b>	<b>2.8%</b>	<b>2.5%</b>
Mexico	NHN	4.7%	5.0%	4.9%	5.0%
	NS	4.6%	5.0%	4.9%	5.0%
	MS	4.7%	5.0%	5.0%	5.0%
	OE	4.8%	5.0%	5.0%	5.0%
	<b>All</b>	<b>4.7%</b>	<b>5.0%</b>	<b>5.0%</b>	<b>5.0%</b>

Non-U.S. Countries	
<b>NHN</b>	Nonmanagement Hourly Nonunion
<b>NS</b>	Nonmanagement Salaried
<b>MS</b>	Management Salaried
<b>OE</b>	Officers/ Executives
India	
<b>TIC</b>	Technical/ Individual Contributors/ Support Roles
<b>JM</b>	Junior Management
<b>MM</b>	Middle Management
<b>TSM</b>	Top and Senior Management

All data includes 0% responses.

*(Continued on page 3)*

**Total Salary Budget Increases, by Employee Category** *(continued)*

	Employee Category	Actual 2021		Projected 2022	
		Mean	Median	Mean	Median
Netherlands	NHN	3.0%	2.9%	3.2%	3.0%
	NS	2.7%	2.8%	2.9%	2.9%
	MS	2.8%	2.8%	3.0%	2.9%
	OE	2.8%	2.8%	3.0%	2.9%
	<b>All</b>	<b>2.8%</b>	<b>2.8%</b>	<b>3.0%</b>	<b>2.9%</b>
Russia	NHN*	5.2%	6.3%	6.0%	6.4%
	NS	5.5%	6.0%	6.2%	6.4%
	MS	5.4%	6.0%	6.1%	6.3%
	OE*	6.0%	6.0%	6.2%	6.0%
	<b>All</b>	<b>5.5%</b>	<b>6.0%</b>	<b>6.1%</b>	<b>6.4%</b>
Singapore	NHN	3.1%	3.5%	3.9%	4.0%
	NS	3.6%	3.8%	3.9%	4.0%
	MS	3.6%	3.8%	3.9%	4.0%
	OE	3.5%	3.8%	4.0%	4.0%
	<b>All</b>	<b>3.5%</b>	<b>3.8%</b>	<b>3.9%</b>	<b>4.0%</b>
Spain	NHN	2.5%	2.5%	2.7%	2.5%
	NS	2.6%	2.5%	2.8%	2.5%
	MS	2.6%	2.5%	2.8%	2.5%
	OE*	2.5%	2.5%	2.8%	2.5%
	<b>All</b>	<b>2.5%</b>	<b>2.5%</b>	<b>2.8%</b>	<b>2.5%</b>
Sweden	NHN*	2.3%	2.6%	2.9%	2.8%
	NS	2.4%	2.5%	2.8%	2.7%
	MS	2.5%	2.6%	2.8%	2.7%
	OE*	2.6%	2.6%	3.0%	2.6%
	<b>All</b>	<b>2.4%</b>	<b>2.6%</b>	<b>2.8%</b>	<b>2.7%</b>
Switzerland	NHN*	2.3%	2.2%	2.3%	2.2%
	NS	2.2%	2.0%	2.5%	2.2%
	MS	2.3%	2.1%	2.6%	2.2%
	OE	2.1%	2.0%	2.5%	2.2%
	<b>All</b>	<b>2.2%</b>	<b>2.0%</b>	<b>2.6%</b>	<b>2.2%</b>
United Kingdom	NHN**	2.7%	3.0%	3.0%	3.0%
	NS	2.9%	3.0%	3.1%	3.0%
	MS	2.8%	3.0%	3.1%	3.0%
	OE	2.6%	3.0%	3.0%	3.0%
	<b>All</b>	<b>2.8%</b>	<b>3.0%</b>	<b>3.1%</b>	<b>3.0%</b>

Non-U.S. Countries	
<b>NHN</b>	Nonmanagement Hourly Nonunion
<b>NS</b>	Nonmanagement Salaried
<b>MS</b>	Management Salaried
<b>OE</b>	Officers/ Executives

\*This data may represent a small sample size of less than 30 responses.  
 \*\*In 2021, this category was changed to “Nonmanagement Hourly” for United Kingdom.  
 All data includes 0% responses.

Please direct any questions or comments to [surveypanel@worldatwork.org](mailto:surveypanel@worldatwork.org).



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