

THE **FY22** SALARY INCREMENTS BENCHMARKING STUDY



**People Cost | Compensation Budgets | Pay Increments | Variable Pay Shares |
Pay-to-Market Ratio**

TABLE OF CONTENTS

Introduction and Overview



- Scope and methodology
- Company demographics
- Glossary of terms
- Executive summary

Compensation: Cost and Structures



- People Cost as a % of total cost and revenue: FY20, FY21, FY22
- People Cost as a % of total cost and revenue: FY20, FY21, FY22: 25th Percentile, Median, 75th Percentile
- Change in Overall Compensation Budget: FY21, FY22: By Functions
- Extent of Change in Compensation Budget: FY21, FY22: By Functions
- Variable Pay as a % of CTC: FY21, FY22: By Functions and Management Levels

TABLE OF CONTENTS

**Trends in
Increments**



- Salary Increments Planned in FY22: By Management Level and Function
- Trends in Increments by Function: FY20, FY21, FY22
- Trends in Increments by Management Level: FY20, FY21, FY22
- Trends in Increments by Talent Group: FY20, FY21, FY22
- Increments, FY22: By Sector and Function
- Increments, FY22: By Revenue/Ownership and Function
- Increments, FY22: By Sector and Level
- Increments, FY22: By Revenue/Ownership and Level
- Increments, FY22: By Sector and Group
- Increments, FY22: By Revenue/Ownership and Group
- Average Midpoint-to-Market Delta: By Function and Management Level

TABLE OF CONTENTS

Annexure



- Detailed **6-way cross tabs** by revenue, ownership, sector, domain, orientation, listing for:
- People Cost: % of total cost and revenue: FY20, FY21, FY22
 - People cost as a share of total cost: FY20, FY21, FY22: 25th Percentile, Median, 75th Percentile
 - People cost as a share of total revenue: FY20, FY21, FY22: 25th Percentile, Median, 75th Percentile
 - Change in People Cost (% of total cost): FY21, FY22, and Direction of Change in FY22
 - Change in People Cost (% of total revenue): FY21, FY22, and Direction of Change in FY22
 - Change in Compensation Budgets: By Function; and Direction for Change (% Companies)
 - Variable Pay (% of CTC): By Function, Group and Level
 - Increments: By Function and Direction of Change
 - Increments: By Level and Direction of Change
 - Increments: By Talent Group and Direction of Change
 - Increment-Differentials* Across Groups, FY22
 - Midpoint-to-Market Delta: By Function, Level and Group