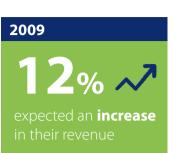
Paydata captures a decade of pay and reward trends

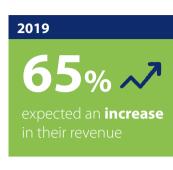
Business Outlook

Between **2009-2010** we captured notable recovery as the economy left behind the recession:





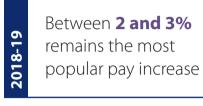




Pay review budgets

Levels have remained steady since 2015, tracking inflation – resulting in a real terms pay cut





23%

to





Pay freezes have **declined** from

Two key drivers have **consistently driven** pay review targets: Recognising high



relativities

External



performing people



of companies included long-term incentive plan design on HR agendas



HR Budgets

Companies expecting increased HR budgets have **generally increased** since 2009.

HR headcount **budgets** are now



expected a **positive** increase or no change

expect a **positive** 2019 increase or no change

Day-to-day costs constrained



respondents had budgets reduced

face reduced budgets 2019

Training and development budgets are



54% experienced a reduction in budget

4% anticipate a reduction in budget

Projects and new development costs and reward management costs



40% faced an **active** reduction

80% now face **no change** or positive increases

HR agendas

Getting the basics right has consistently featured as top agenda items:

