



**Gallagher**

Insurance | Risk Management | Consulting

# Sample Report



## 2022 NATIONAL COMPENSATION SURVEY

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# INTRODUCTION

The 2022 National Compensation Survey provides data effective July 1, 2022, on 159 positions that are prevalent in a wide variety of industries across the United States. Sources include more than 1,200 organizations and a total of 401,239 employees who matched these positions.

## SURVEY METHODOLOGY

Survey participants submitted data online through Gallagher’s secure website. All forms and spreadsheets were reviewed for completeness and reasonableness of the data prior to analysis, and reporting was verified as needed through phone calls or email.

The objective of the review process is to ensure that reported rates reflect the actual pay practices of each participant. Decisions regarding inclusion or deletion of data are based on discussions with participants and the underlying causes for unusual data. Testing of data is done with a combination of computer applications, designed to spot unusual data, and careful review by senior staff.

Participant cooperation and careful preparation of data contributes greatly to the quality, reliability and timeliness of our surveys.

## Survey Highlights

NUMBER OF PARTICIPATING  
ORGANIZATIONS

1,221

JOB POSITIONS  
SURVEYED

159

### COMPENSATION CATEGORIES

Data presented by job title for annual salary, bonus eligibility, bonus payment, total cash and formal salary ranges

### BREAKOUTS

Full-time equivalent employees, region, industry and selected state

### AVAILABLE REPORT FORMATS

PDF, Excel and an online tool for generating custom cuts

# THE CURRENT LABOR MARKET

Changes to average monthly job growth were unremarkable for almost a decade leading up to the pandemic. But a sudden plunge in 2020 and the sharp rebound since 2021 have been anything but normal.

Monthly unemployment rates, ranging from 3.5% to 3.7% since last March, are hard evidence of the tight labor market employers continue to experience firsthand.<sup>1</sup> Looking ahead at year-end, these rates are projected to rise in 2023 while inflationary pressures are expected to impact employment and participation levels.<sup>2</sup> Whatever direction these numbers take in the near future, they still add up to a complex environment for building and maintaining a competitive workforce.

Never having faced this combination of low unemployment, high inflation and record high quit rates before, employers have generally used every tool available to attract and retain employees. Recent insights from solutions that have helped refresh their approach, such as shifting some of the focus from traditional compensation and benefits to other aspects of total rewards, should serve them well in the months and years ahead.

Employees leave their jobs for many reasons, but two key economic factors exacerbate this tendency. Since most employees don't quit their current job before they have a better opportunity, turnover is strongly correlated to the health of the labor market. The 2022 labor market has consistently featured two empty positions for every unemployed worker, providing unprecedented choice in job opportunities. According to the Bureau of Labor Statistics, 5–6 million jobs have gone unfilled almost every month, and many employees have taken advantage of this situation.<sup>3</sup>

<sup>1</sup>Trading Economics, "United States Unemployment Rate," October 2022

<sup>2</sup>The Conference Board, "Navigating the Economic Storm," October 2022

<sup>3</sup>U.S. Bureau of Labor Statistics, "Job Openings and Labor Turnover Summary," November 2022





Another economic reality that's driving turnover is exceedingly high inflation. The vast majority of today's employees have no precedent for this experience because they weren't part of the workforce in 1981, when this phenomenon last occurred. Accustomed to steady rates of low inflation, a pronounced reversal took many people by surprise, prompting more employees to focus on obtaining salary increases that will help them maintain their standard of living. They may see a market of abundant job opportunities as an opening to improve their financial position, if their wages aren't keeping pace with inflation. Because most employers are unable to fully match the current rate of inflation with salary increases, they continue to explore other ways to keep employees onboard.

Talent scarcity has always concerned employers to some extent, but this issue has taken a more critical turn for certain sectors. In recent years, employees have increased their industry mobility, especially those who are entry level or paid hourly. Higher wages for traditionally low-paying work—often in food service, retail, and leisure and hospitality—are motivating them to expand their boundaries. This development has complicated the matrix of competition as a wider variety of organizations vie for the same talent, including some that never faced off in the past. For affected industries and employers, cash compensation can anchor a total rewards strategy that more successfully attracts and retains qualified employees.

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Because most employers are unable to fully match the current rate of inflation with salary increases, they continue to explore other ways to keep employees onboard.

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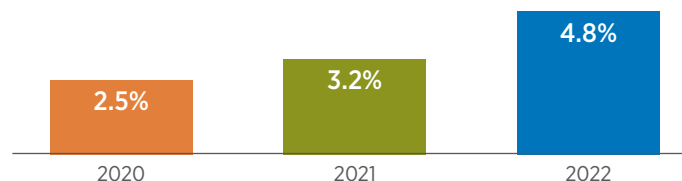


# GROWTH IN SALARIES AND INCENTIVES

A persistently low unemployment rate and sluggish labor market growth has made it consistently difficult to attract and retain workers. These challenges, combined with an erratic economic environment during the past several years, has prompted a rise in salary increases.

Over a three-year period there was a steep uptrend in average salary increases, which started at 2.5% in 2020 and then climbed to 3.2% in 2021, before escalating to 4.8% in 2022. Exempt employees averaged a total increase of 4.9%. Those in the non-exempt and management categories came in slightly lower at 4.8% each, and executive positions were not far behind at 4.5%. The fact that the highest salary increases in decades were recorded in 2022 illustrates the unusual level of difficulty employers have encountered in recent months, across all their efforts to attract and retain employees.

## UPTREND IN ACTUAL AVERAGE SALARY INCREASES



Projected salary increases for this past year were more hopeful than what actually transpired. For both exempt and non-exempt positions the rate was 3.3%, which is far below the 4.8% average of actual salary increases that were granted. This substantial cost gap helps explain how an unyielding labor market forced organizations to maintain adequate staffing levels by adapting on the fly. Projected salary increases for 2023 are currently slightly below actual 2022 increases, although they could change once again if the labor market continues to tighten and record quit rates endure.



## GENERAL AND COLA INCREASES BY EMPLOYEE GROUP

### MEDIAN

ACTUAL FY 2022		PROJECTED FY 2023
3.0%	Executive	3.0%
3.0%	Management	3.0%
3.0%	Exempt	3.0%
3.0%	Non-exempt	3.0%
3.0%	Union	3.0%

### AVERAGE

ACTUAL FY 2022		PROJECTED FY 2023
4.0%	Executive	3.7%
3.9%	Management	3.7%
3.9%	Exempt	3.8%
4.1%	Non-exempt	3.8%
3.0%	Union	3.2%

## MERIT INCREASES BY EMPLOYEE GROUP

### MEDIAN

ACTUAL FY 2022		PROJECTED FY 2023
3.2%	Executive	3.4%
3.2%	Management	3.4%
3.0%	Exempt	3.4%
3.0%	Non-exempt	3.5%
3.0%	Union	3.0%

### AVERAGE

ACTUAL FY 2022		PROJECTED FY 2023
3.8%	Executive	3.8%
4.1%	Management	3.9%
4.0%	Exempt	4.0%
3.8%	Non-exempt	3.8%
3.1%	Union	3.1%

## TOTAL INCREASES BY EMPLOYEE GROUP

### MEDIAN

ACTUAL FY 2022		PROJECTED FY 2023
3.8%	Executive	4.0%
3.8%	Management	4.0%
4.0%	Exempt	4.0%
4.0%	Non-exempt	4.0%
3.0%	Union	3.0%

### AVERAGE

ACTUAL FY 2022		PROJECTED FY 2023
4.5%	Executive	4.3%
4.8%	Management	4.3%
4.9%	Exempt	4.4%
4.8%	Non-exempt	4.3%
3.6%	Union	3.4%



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Salary structure adjustments for 2022 were projected to be 3.0%. But much like salary increases, they missed the mark.

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Salary structure adjustments for 2022 were projected to be 3.0%. But much like salary increases, they missed the mark. The average adjustment was actually 4.0% for exempt employee groups and 4.2% for non-exempt employee groups. In contrast to previous years when salary structure increases ranged 1%–2% per year, this significant departure represents the highest overall adjustments in many years. A lower projection of 3.4% for the salary structure adjustment in 2023, while still high, is nevertheless a step in the right direction.

### SALARY STRUCTURE INCREASES BY EMPLOYEE GROUP

#### MEDIAN

ACTUAL FY 2022		PROJECTED FY 2023
3.0%	Executive	3.0%
3.0%	Management	3.0%
3.0%	Exempt	3.0%
3.0%	Non-exempt	3.0%
3.0%	Union	3.0%

#### AVERAGE

ACTUAL FY 2022		PROJECTED FY 2023
3.6%	Executive	3.5%
3.7%	Management	3.3%
4.0%	Exempt	3.4%
4.2%	Non-exempt	3.6%
3.4%	Union	3.6%





# TURNOVER

Low unemployment, record high quit rates, cross-industry mobility and an unprecedented surge in unfilled jobs have all contributed to turnover in 2022. Even with recent economic uncertainty and possible signs of a coming recession, the national quit rate, which is the measure of employees who quit their job, is still near an all-time high and far outpaces pre-pandemic levels. Survey results and other reported turnover data verify this trend.

Assessing turnover by employee group exposes yet another disruption. This anomaly, a hallmark of the current labor market, is the higher impact on employees at the lower end of the compensation spectrum. Yet it comes with a caveat. Many in this group are aware that industries such as retail or food services are offering substantially increased wages to build up their workforce, and that often translates to equivalent or greater income. For employers, though, it can mean fiercer competition.

An average turnover rate of 14% for exempt employees was nearly doubled to 26% for the non-exempt group. More significantly, nearly 2 in 5 organizations (39%) experienced a trend toward higher turnover in 2022, following a high rate in 2021.

# SIGN-ON AND RETENTION BONUSES

Practically dormant for many years, sign-on and retention bonuses have reemerged as tools to help employers compete more successfully for employees. Their comeback spiked after the arrival of COVID-19 and dropped slightly in recent months, but they're still part of a strategic solution. While usage may vary somewhat across industries and employee groups, these bonuses serve specific purposes. They're commonly applied to increase retention within certain risk groups or to differentiate compensation and strengthen total rewards when recruiting.

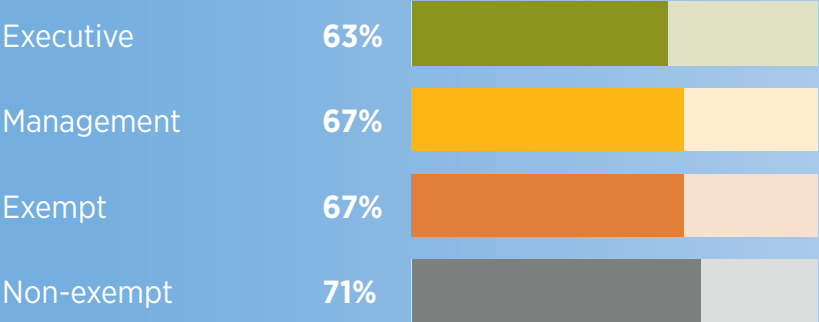
Forty-four percent (44%) of employers offered sign-on bonuses, but overall use was down from 2021—except for one job category. More than 70% provided these bonuses to non-exempt staff, a significant reversal from past practices that mostly reserved them for exempt staff and management. Notably, executive positions were the least likely to qualify. This approach correlates with the response taken by many organizations when they encounter challenges in filling positions at the lower end of the compensation structure. Often, turnover occurs most frequently with these positions because employees are finding more opportunities and higher pay.

Far fewer employers offered retention bonuses (25%) than sign-on bonuses in 2022. But there's one similarity. Non-exempt employees (68%) were more likely to receive a retention bonus than executives (50%).

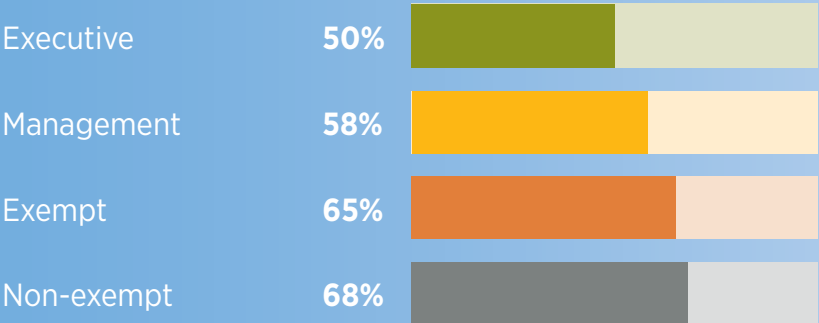
## ACTUAL AVERAGE TURNOVER FOR 2021



## EMPLOYEE GROUPS ELIGIBLE FOR SIGN-ON BONUSES



## EMPLOYEE GROUPS ELIGIBLE FOR RETENTION BONUSES



# REMOTE WORK

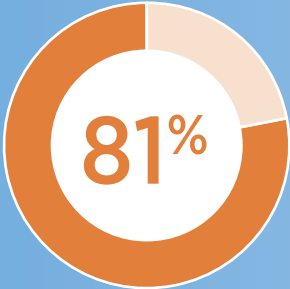
The transition from accepting remote work as a short-term necessity to normalizing this arrangement didn't take very long, because it quickly became popular with employees. While employers see some negatives as well as positives, this mode of working may be here to stay.

Early in the pandemic, 88% had employees working from home. That number slid last year to 78%, and in 2022, this trend took an interesting turn. The percentage of organizations that have at least some employees working remotely has increased to 81%.

With the economy opened up and COVID-19 better managed, remote work is probably sustained by employee preference, a tight labor market and data that shows concerns about productivity are mostly unfounded. Two years ago, 53% of employers planned to allow some employees to work from home permanently, but that rate has increased to 67% this year. Remote work policies are now planned by 81%, indicating that hybrid or full-time remote allowances may become a permanent fixture in the employment landscape.

Contributions by employers to the cost of employee home offices are atypical. The overwhelming majority, 89%, are not giving workers money to defray the expense.

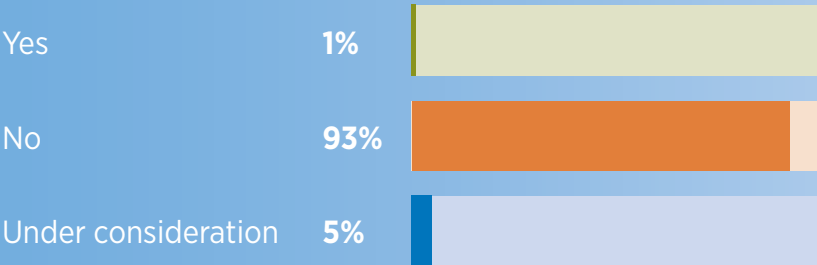
One lingering but perhaps fading issue related to remote work is compensation. Discussion about paying remote workers differently surfaced over the last two years, but the feasibility of this strategy appears to be low. Only 2% of organizations varied pay levels based on this factor in 2021, and that rate has fallen to 1% this year. Currently, the vast majority, 93%, are not considering paying remote employees differently.



Have employees who work remotely



## USE DIFFERENT PAY STRUCTURES FOR REMOTE AND IN-OFFICE EMPLOYEES



# FINAL REMARKS

An exceedingly difficult labor market in 2022 has left employers unsettled while making some employees restless in the face of abundant job opportunities. As employees reevaluate their relationship to work, they also continue to seek new careers as well as jobs. Filling vacancies under tightly competitive conditions has often required organizations to meet demands for higher wages. At the same time, they've been pressed to ramp up operations to meet growing demand in an economy roiled by unstable and unpredictable forces, such as extreme inflation.

Even if low unemployment rates level out in the coming months, a shrinking labor market may still challenge employers to fill critical job positions. Thinking creatively as an intentional and ongoing strategy can generate practical ideas that help preserve the combined value of compensation and benefits. Variable compensation is one option to consider. This pay directly rewards employees based on their performance, incenting them to achieve their highest potential. When an employer provides this opportunity, they support both the career and financial wellbeing of their workforce. There's a shared upside—for employees who increase their income beyond base salary and the employer that benefits from their work contributions.

The world has been reconditioned to expect the unexpected and to be prepared for rapid labor market changes. What's increasingly important beyond sustainable pay models are flexible benefits, policies and practices that employers can more readily reconfigure to align with changing workforce trends and expectations. Keeping total rewards budgets manageable may depend on how these elements are combined. No matter what lies ahead, this approach allows them to maintain their ability to flex—along with inevitable changes to economic and organizational circumstances.



# ABOUT GALLAGHER

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People are your organization's greatest asset. But when their daily lives are impacted by major struggles like a global pandemic, economic strife and geopolitical risks, hardship can take its toll—both on your people and your business.

As employees across all geographies, industries and employer types navigate the ever-changing world, organizations must critically evaluate their people experience—finding unique ways to engage teams, establish authentic connections and support employee wellbeing overall.

Making an intentional connection between your people's wellbeing and your organization's performance is imperative for optimal results. When your people are all in, your business can attract top talent, motivate employees and shift the organizational culture—helping employees to feel differently about their work. As a result, organizations can reduce burnout and increase productivity among their people, and business performance can soar.

This is why employee wellbeing is at the center of Gallagher Better Works<sup>SM</sup>—a comprehensive approach for strategically investing in benefits, compensation, retirement and employee communication so you can support the health, financial security and career growth of your people at the right cost structures.

From evaluating the demographics of your workforce, to surveying and analyzing competitor trends, Gallagher offers you data-driven insights—allowing you to make the most of your investment in talent, deliver a better people experience and reduce organizational risk. Even in times of uncertainty, we're here to help you optimize your profitability with a strategy rooted in the wellbeing of your people.

*Arthur J. Gallagher & Co. (NYSE: AJG), an international insurance brokerage and risk management services firm, is headquartered in Rolling Meadows, Illinois; has operations in 68 countries; and offers client-service capabilities in more than 130 countries around the world through a network of correspondent brokers and consultants.*



# COMPENSATION DATA



## 2022 National Compensation Survey

### Survey Job Index

<i>Jobcode</i>	<i>Position</i>	<i>Page</i>	<i>Jobcode</i>	<i>Position</i>	<i>Page</i>
1	Chief Executive Officer (CEO)	18	23	Compensation Analyst/Specialist - Senior	39
2	Chief Operating Officer (COO)	19	23.5	Compensation Analyst/Specialist - All Incumbents	40
3	Chief Financial Officer (CFO)	20	24	Benefits Manager	41
4	Controller	21	25	Benefits Analyst/Specialist	42
6	Financial Analyst	22	26	Benefits Analyst/Specialist - Senior	43
7	Financial Analyst - Senior	23	26.5	Benefits Analyst/Specialist - All Incumbents	44
7.5	Financial Analyst - All Incumbents	24	27	Human Resources Generalist	45
8	General Accounting Manager	25	28	Human Resources Assistant/Coordinator	46
10	Accountant	26	29	HRIS Manager	47
11	Accountant - Senior	27	30	HRIS Analyst/Specialist	48
11.5	Accountant - All Incumbents	28	33	Payroll Manager	49
12	Accounting Clerk	29	34	Payroll Supervisor	50
13	Credit and Collections Clerk	30	35	Payroll Clerk	51
14	Internal Audit Manager	31	36	Employment Specialist	52
16	Internal Auditor	32	37	Employment Specialist - Senior	53
17	Compliance Officer	33	37.5	Employment Specialist - All Incumbents	54
18	Chief Human Resources Officer	34	38	Recruitment Assistant	55
19	Director of Human Resources (2nd in charge)	35	39	Training Manager	56
20	Director of Compensation and/or Benefits	36	40	Training Specialist	57
21	Compensation Manager	37	41	Chief Legal Officer / General Counsel	58
22	Compensation Analyst/Specialist	38	42	Attorney	59

## 2022 National Compensation Survey

### Survey Job Index

<i>Jobcode</i>	<i>Position</i>	<i>Page</i>	<i>Jobcode</i>	<i>Position</i>	<i>Page</i>
43	Legal Secretary	60	67	Manufacturing Engineer	81
45	Paralegal	61	68	Drafter/Designer (CAD)	82
47	Vice President Marketing	62	69	Vice President Manufacturing	83
48	Director of Marketing	63	70	Manufacturing Manager	84
49	Marketing Manager	64	72	Production Supervisor	85
50	Marketing Communications Specialist	65	73	Machine Maintenance Mechanic	86
52	Market Research Analyst	66	74	Machine Operator	87
53	Social Media Coordinator	67	76	Welder	88
54	Communications Manager	68	77	CNC (Computerized Numeric Controlled) Machinist	89
55	Communications Specialist	69	78	Spray Painter	90
56	Graphic Artist	70	79	Mechanical Assembler	91
57	Vice President of Sales	71	82	Logistics Manager	92
58	Director of Sales	72	83	Transportation Manager	93
59	Outside Sales Representative	73	84	Fleet Manager	94
60	Customer Service Representative	74	85	Distribution Manager	95
61	Customer Service Representative - Senior	75	86	Dispatcher	96
61.5	Customer Service Representative - All Incumbents	76	87	Dock Coordinator	97
62	Customer Service Supervisor	77	89	Warehouse Supervisor	98
63	Vice President of Engineering	78	90	Warehouse Worker	99
64	Mechanical Engineer	79	91	Materials Manager	100
65	Electrical Engineer	80	92	Inventory/Material Coordinator	101

## 2022 National Compensation Survey

### Survey Job Index

<i>Jobcode</i>	<i>Position</i>	<i>Page</i>	<i>Jobcode</i>	<i>Position</i>	<i>Page</i>
93	Shipping/Receiving Clerk	102	113	Chief Information Officer	123
94	Buyer	103	114	Information Technology Manager	124
95	Buyer (Purchasing Agent) - Senior	104	115	Website Developer	125
95.5	Buyer - All Incumbents	105	116	Applications Systems Analyst-Programmer	126
96	Diesel Mechanic	106	117	Applications Systems Analyst-Programmer - Senior	127
97	Truck Driver - Heavy	107	117.5	Applications Systems Analyst-Programmer - All Incumbents	128
98	Truck Driver - Light	108	118	IT Project Manager	129
99	Vice President, Quality Assurance	109	119	Systems and/or Programming Manager	130
100	Quality Assurance Manager	110	120	System Security Analyst	131
101	Quality Assurance Technician	111	121	Business Systems Analyst	132
102	Vice President Facilities & Property Management	112	122	Business Systems Analyst - Senior	133
103	Facilities Manager	113	122.5	Business Systems Analyst - All Incumbents	134
104	Operating Engineer/HVAC	114	123	Database Administrator	135
105	Building/Grounds Maintenance Technician	115	124	Database Analyst	136
106	Maintenance Electrician	116	125	Network Administrator	137
107	Custodian	117	126	PC Technician	138
108	Driver/Messenger	118	127	Help Desk Specialist	139
109	Director of Risk Management	119	128	Office Administrator/Supervisor	140
110	Safety Manager	120	129	Administrative Assistant/Project Coordinator	141
111	Security Manager	121	130	Administrative Assistant- Level I	142
112	Guard	122			



## 2022 National Compensation Survey

### Survey Job Index

<i>Jobcode</i>	<i>Position</i>	<i>Page</i>	<i>Jobcode</i>	<i>Position</i>	<i>Page</i>
131	Administrative Assistant- Level II	143	202	Case Manager	164
132	Administrative Assistant- Level III	144	205	Registered Nurse	165
132.5	Administrative Assistant- All Incumbents	145	206	Licensed Practical Nurse (LPN)	166
133	Executive Secretary	146	208	Medical Assistant	167
134	Secretary To CEO, Board Chair or President	147	210	Nurse Practitioner	168
135	Receptionist	148	212	Physician Assistant	169
136	Telephone Operator	149	214	Social Worker (MSW)	170
137	Mail Clerk	150	216	Home Health Care Aide	171
138	Records Clerk	151	218	Medical Coder	172
139	Meeting Planner	152	220	Physical Therapist	173
140	Program Manager	153	222	Occupational Therapist	174
141	Project Manager (non-IT)	154	224	Dental Assistant	175
142	Project Manager (non-IT) - Senior	155	226	Dental Hygienist	176
142.5	Project Manager (non-IT) - All Incumbents	156			
150	Public Relations Director	157			
152	Public Relations Representative	158			
154	Copywriter	159			
160	Director of Development/Fundraising	160			
162	Development Officer	161			
164	Grant Writer	162			
200	Occupational Health Nurse (RN)	163			

## 2022 National Compensation Survey

**Survey Title:** Chief Financial Officer (CFO)

**Job Number:** 3

**Typical Duties:** The top financial executive in the organization. Responsible for directing and developing the organization's financial plans, policies, practices and relationships including accounting, credit, risk, investment and shareholders. Oversees accounting, internal audit, budget, tax, and treasury functions. May oversee other administrative departments. Incumbents with responsibility for accounting functions only should be matched to Controller.

	# of Orgs	# of Inc.	Annual Salary					Annual Bonus		Total Cash		Formal Salary Range	
			25th	50th	Avg	Wt Avg	75th	Elig %	Paid \$	Avg	50th	Min	Max
<b><u>Overall</u></b>													
All Organizations	482	513	121,841	179,500	226,660	222,781	275,000	60%	95,365	261,638	185,178	158,747	244,099
<b><u>Region</u></b>													
Northeast	73	74	133,600	185,274	233,216	231,889	284,139	66%	71,481	257,696	194,300	156,857	247,494
Midwest	269	278	114,104	161,814	219,959	219,714	254,394	57%	103,560	255,750	166,814	156,698	235,161
South	82	82	141,375	197,590	236,413	236,413	310,405	62%	77,778	265,816	211,006	160,917	261,278
West	59	79	144,000	192,000	235,248	210,898	287,394	63%	108,359	286,673	220,014	168,287	266,152
<b><u>FTEs</u></b>													
Under 150 FTEs	179	180	95,110	125,000	145,173	145,117	170,762	47%	61,942	161,783	126,000	108,360	159,270
150 to 499 FTEs	162	168	138,630	178,625	188,394	187,058	220,920	60%	57,928	210,160	179,482	143,550	218,083
500 to 1,499 FTEs	79	82	209,000	262,047	291,764	291,426	374,151	77%	90,230	334,870	281,299	191,046	298,832
1,500 to 4,999 FTEs	43	45	275,000	359,133	373,300	371,249	475,000	66%	144,803	437,282	381,100	228,502	369,400
5,000 or More FTEs	19	38	500,000	715,000	718,063		825,000	83%	382,101	939,279	814,137	432,889	692,868
<b><u>Industry</u></b>													
Banking/Finance/Professional Svcs	43	44	175,605	275,600	292,971	289,381	330,000	93%	99,899	362,668	290,000	192,153	301,438
Government/Non-Profit/Education	147	171	95,000	125,000	137,353	136,777	160,000	27%	26,815	141,315	126,000	111,259	169,302
Healthcare	172	174	141,398	203,355	276,018	276,650	333,626	53%	72,246	296,600	207,962	187,540	288,020
Manufacturing/Construction/Utilities	44	46	184,574	220,006	252,308	253,190	302,500	95%	132,724	341,206	263,500	173,653	275,236
Wholesale/Retail/Distribution	55	56	128,400	178,750	209,459	210,850	255,000	90%	131,812	286,149	224,400	194,510	288,494
Other	21	22	214,500	257,500	303,085	298,808	380,636	85%	107,399	379,757	300,987	236,149	376,887

*Additional state, region and size data cuts are available in the Excel version of the survey.*

*Results are not listed when the number of reporting organizations is less than five.*

*Weighted results are not listed when one organizations makes up more than 25% of the sample.*

## 2022 National Compensation Survey

**Survey Title:** Accountant - All Incumbents

**Job Number:** 11.5

**Typical Duties:** Performs general accounting duties in one or more assigned areas. Reviews general ledger entries to assure proper postings. Prepares financial statements and various regulation-required reports. Assists other departments in interpreting accounting charges or entries on statements.

	# of Orgs	# of Inc.	Annual Salary					Annual Bonus		Total Cash		Formal Salary Range	
			25th	50th	Avg	Wt Avg	75th	Elig %	Paid \$	Avg	50th	Min	Max
<b><u>Overall</u></b>													
All Organizations	503	1985	57,590	65,832	66,920	69,441	75,325	41%	4,877	67,982	66,255	53,501	79,379
<b><u>Region</u></b>													
Northeast	124	608	57,029	64,795	65,980	72,339	73,170	25%	5,201	66,415	64,795	51,021	78,654
Midwest	242	810	57,538	65,422	65,682	67,012	73,903	39%	3,855	66,540	66,129	53,145	77,970
South	108	385	56,386	65,051	67,311	67,822	74,371	61%	4,174	68,502	66,005	55,005	80,664
West	53	182	60,364	75,658	74,070	73,992	86,117	56%	8,584	77,540	79,000	60,255	87,931
<b><u>FTEs</u></b>													
Under 150 FTEs	129	238	56,212	67,759	69,751	72,952	79,760	46%	5,286	71,282	68,868	56,361	77,366
150 to 499 FTEs	158	348	53,280	63,271	64,029	65,477	74,021	42%	4,343	65,072	64,343	51,590	75,088
500 to 1,499 FTEs	99	349	58,354	66,009	66,340	69,131	75,325	46%	5,661	67,683	66,517	53,066	80,437
1,500 to 4,999 FTEs	71	405	59,709	65,873	67,400	67,502	75,473	34%	3,450	67,710	66,255	53,635	83,249
5,000 or More FTEs	46	645	63,279	69,898	69,414	71,668	74,219	20%		69,789	70,449	53,916	86,639
<b><u>Industry</u></b>													
Banking/Finance/Professional Svcs	45	229	60,405	71,418	73,332	75,465	85,000	88%	4,250	75,884	72,997	57,486	83,971
Government/Non-Profit/Education	111	276	55,880	65,874	66,240	66,576	73,743	19%	1,986	66,408	65,874	54,218	78,706
Healthcare	212	1038	55,796	63,933	64,347	69,285	73,383	18%	677	64,365	64,062	50,804	77,179
Manufacturing/Construction/Utilities	57	224	61,699	69,103	71,286	70,070	80,936	76%	6,226	73,979	71,964	58,025	85,522
Wholesale/Retail/Distribution	49	106	52,280	63,062	65,791	64,772	74,400	70%	6,860	69,195	66,953	55,311	73,247
Other	29	112	61,000	72,766	71,707	68,781	82,282	78%	4,473	74,350	75,760	59,377	91,284

*Additional state, region and size data cuts are available in the Excel version of the survey.*

*Results are not listed when the number of reporting organizations is less than five.*

*Weighted results are not listed when one organizations makes up more than 25% of the sample.*

## 2022 National Compensation Survey

**Survey Title:** Human Resources Generalist

**Job Number:** 27

**Typical Duties:** Provides support for the day-to-day operations of the Human Resource office including the administration of policies, procedures and programs in several or all of the following areas: HRIS, employee/labor relations, training and development, benefits, compensation, organizational development, and employment including recruiting/staffing logistics and employee safety, welfare, wellness and health.

	# of Orgs	# of Inc.	Annual Salary					Annual Bonus		Total Cash		Formal Salary Range	
			25th	50th	Avg	Wt Avg	75th	Elig %	Paid \$	Avg	50th	Min	Max
<b><u>Overall</u></b>													
All Organizations	371	1056	57,200	68,099	70,802	72,046	82,066	40%	4,991	71,858	68,640	57,006	85,939
<b><u>Region</u></b>													
Northeast	94	215	59,750	72,020	76,013	83,040	93,819	18%	4,836	76,270	72,020	58,215	89,971
Midwest	180	578	57,767	67,891	69,159	67,206	76,669	41%	4,584	70,211	68,419	57,233	84,812
South	72	158	53,518	62,410	66,252	75,221	73,158	60%	5,655	68,091	62,694	51,351	77,645
West	46	105	61,470	74,222	76,670	71,399	88,543	57%	7,421	79,466	76,222	64,644	99,861
<b><u>FTEs</u></b>													
Under 150 FTEs	85	91	51,561	63,000	63,730	63,768	72,650	47%	4,151	64,896	63,440	55,300	80,789
150 to 499 FTEs	120	159	57,000	66,311	66,214	66,323	73,808	44%	3,692	67,116	67,330	55,891	80,090
500 to 1,499 FTEs	84	184	59,734	72,618	76,382	78,200	86,403	42%	6,926	77,922	72,747	58,467	89,743
1,500 to 4,999 FTEs	56	197	64,120	72,960	76,833	77,765	89,047	32%	6,579	77,566	73,917	56,661	90,669
5,000 or More FTEs	26	425	65,733	81,773	84,081		100,648	10%		84,615	84,676	61,730	99,197
<b><u>Industry</u></b>													
Banking/Finance/Professional Svcs	28	36	63,909	69,945	72,679	72,842	79,350	85%	3,633	75,118	71,680	61,719	86,720
Government/Non-Profit/Education	77	171	51,769	62,400	63,424	64,581	70,835	21%	2,471	63,666	62,500	54,996	80,145
Healthcare	167	450	57,398	71,885	73,454	80,363	85,197	13%		73,573	71,885	56,628	87,498
Manufacturing/Construction/Utilities	39	114	63,044	71,450	71,978	72,345	83,810	85%	7,597	75,223	72,500	58,716	88,703
Wholesale/Retail/Distribution	40	238	56,590	65,740	64,574		70,006	74%	4,417	67,030	66,818	54,068	75,177
Other	20	47	64,941	85,608	84,600	86,332	101,625	83%	5,271	87,605	90,058	64,690	103,860

*Additional state, region and size data cuts are available in the Excel version of the survey.*

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