

# Industry Compensation Trends & Benchmarks

Live Webinar • March 14 • 2:00 ET



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HR LEARNING SERIES



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# *Featured Speaker*

**HALI CRONER**  
President and CEO  
The Croner Company





# **C2HR**

## **HR Learning Series**

**Industry Compensation Trends & Benchmarks**  
**March 14, 2024**





# **Two Annual Compensation Surveys:**

## **Connectivity Providers & Content Developers**

# Connectivity Providers Are a Highly Consolidated Sector

Larger Organizations



Smaller Organizations

2023 Participants		
Revenue	>= \$9 Billion	< \$9 Billion
Average Revenue	\$33.6 Billion	\$1.2 Billion

# Content Developers Also Have Consolidated, with Some Independent Smaller Companies

## Larger Organizations

## Smaller Organizations

<p>2023 Participants<sup>1</sup></p>		
Revenue	>= \$2.5 Billion	< \$2.5 Billion
Average Revenue	\$17.0 Billion	\$0.7 Billion

<sup>1</sup> Includes only cable and broadcast networks participant companies.

# C2HR Survey Participants Are Active Players in the Digital Content Landscape

## Connectivity Providers



## Content Developers





# Changing Landscape

# 2023 Was Year of Efficiency

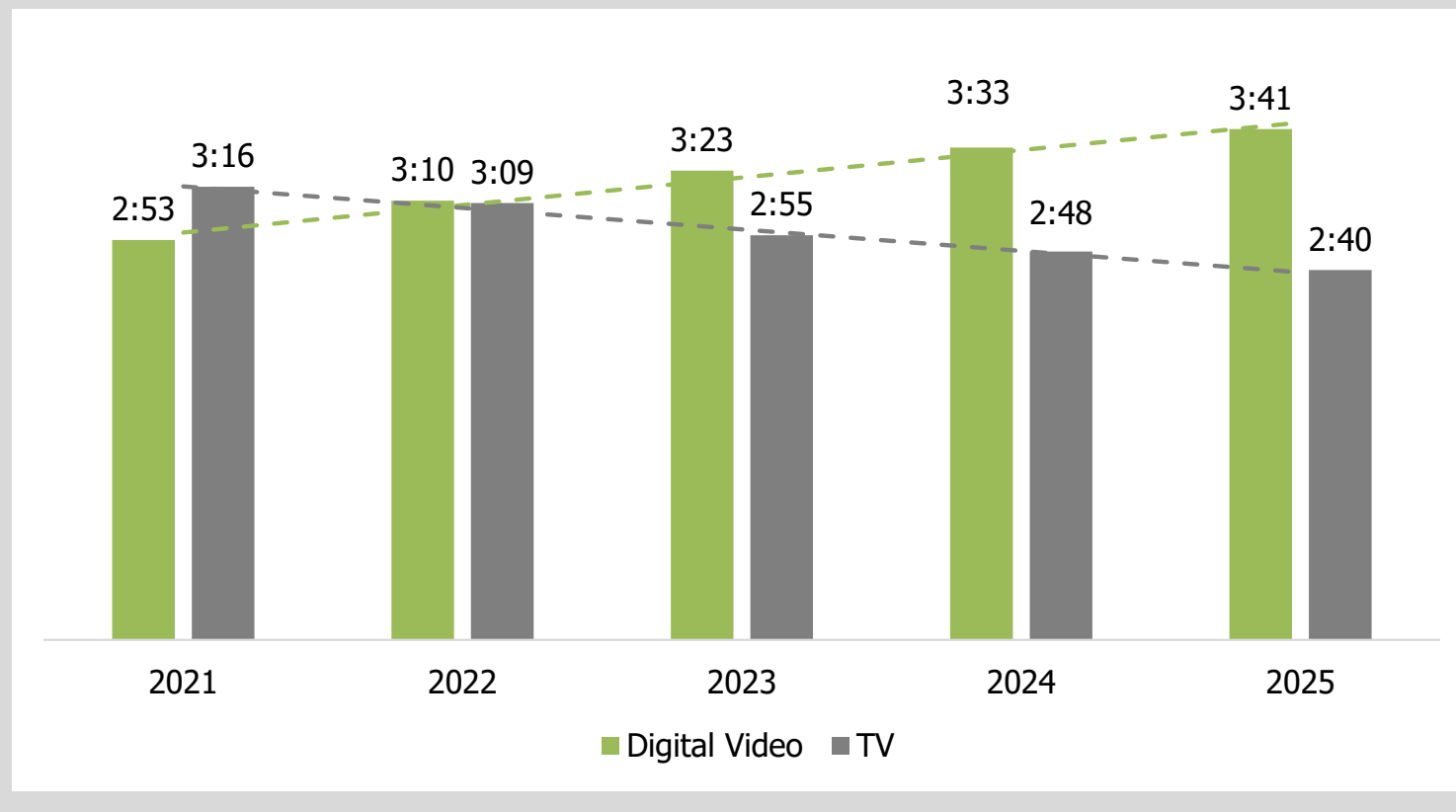
*"2023 is 'the year of **efficiency**.' The slowdown, caused in large measure by sluggish consumer spending, is pushing companies to **reset expectations, refocus inward and seek ways to recharge growth**...Going forward, leaders must embrace the potential power of **AI** as an enabler for productivity and creativity."*<sup>1</sup>



<sup>1</sup> PWC Global Entertainment Media Outlook 2023 -2027.

# Time Spent With Digital Video Continues to Grow, As TV Declines

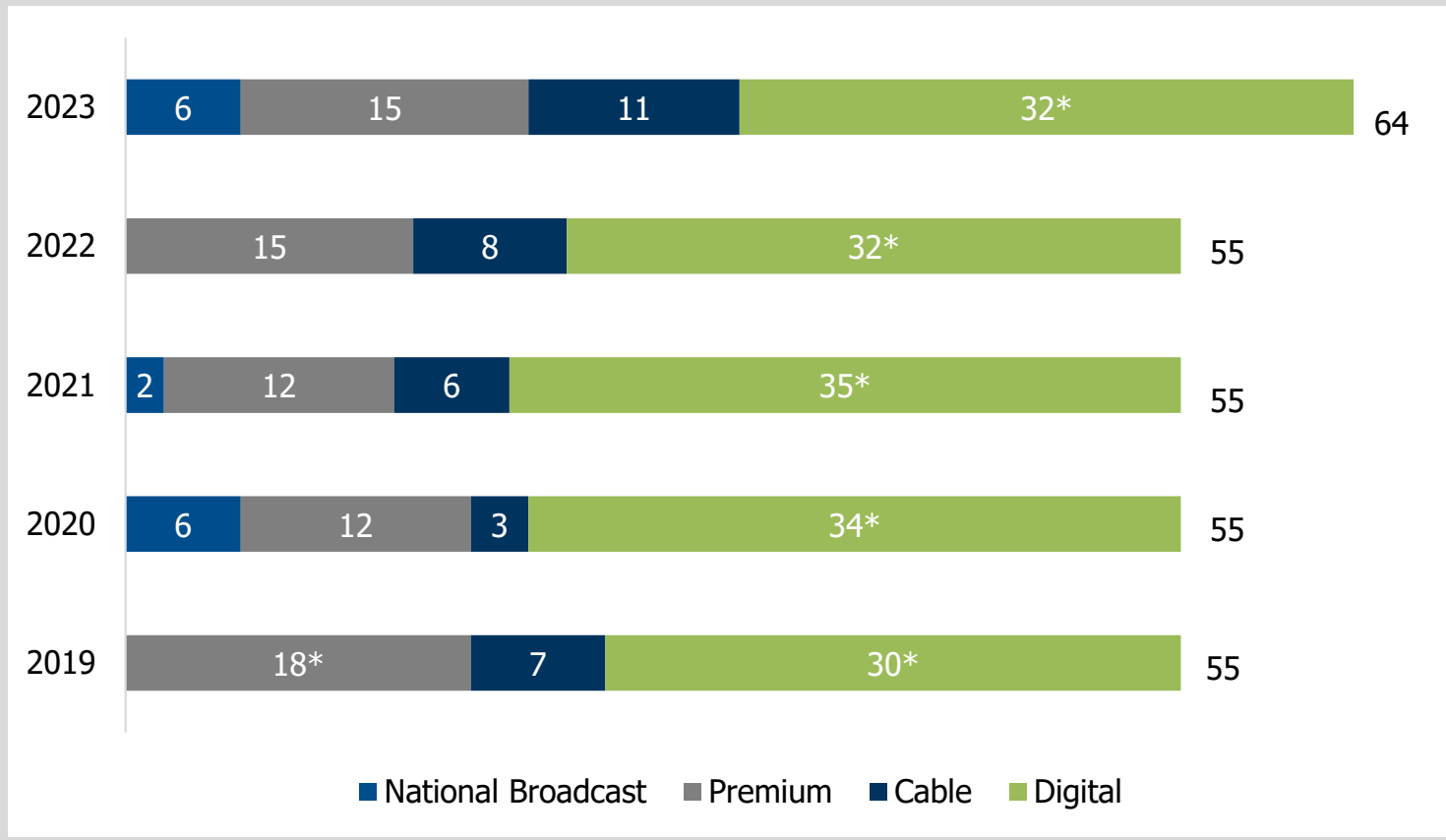
**Average Time Spent with Digital Video vs. TV in U.S., 2021-2025  
(Hours:Minutes per Day)<sup>1</sup>**



<sup>1</sup> Source: eMarketer June 2023. Ages 18+; Digital Video includes all time spent with online video activities; includes time spent with video via social networks. TV includes live, DVR and other prerecorded video (video downloaded from internet but saved locally).

# Digital Content Continues to Lead Public Accolades

**Golden Globe Nominations by Category – 2019-2023<sup>1,2</sup>**



<sup>1</sup> Statista, Number of Nominations Per Television Network for the 2023 Golden Globe Awards, December 2022.

<sup>2</sup> HBO Max nominations counted in Digital category. HBO nominations counted in Premium category.

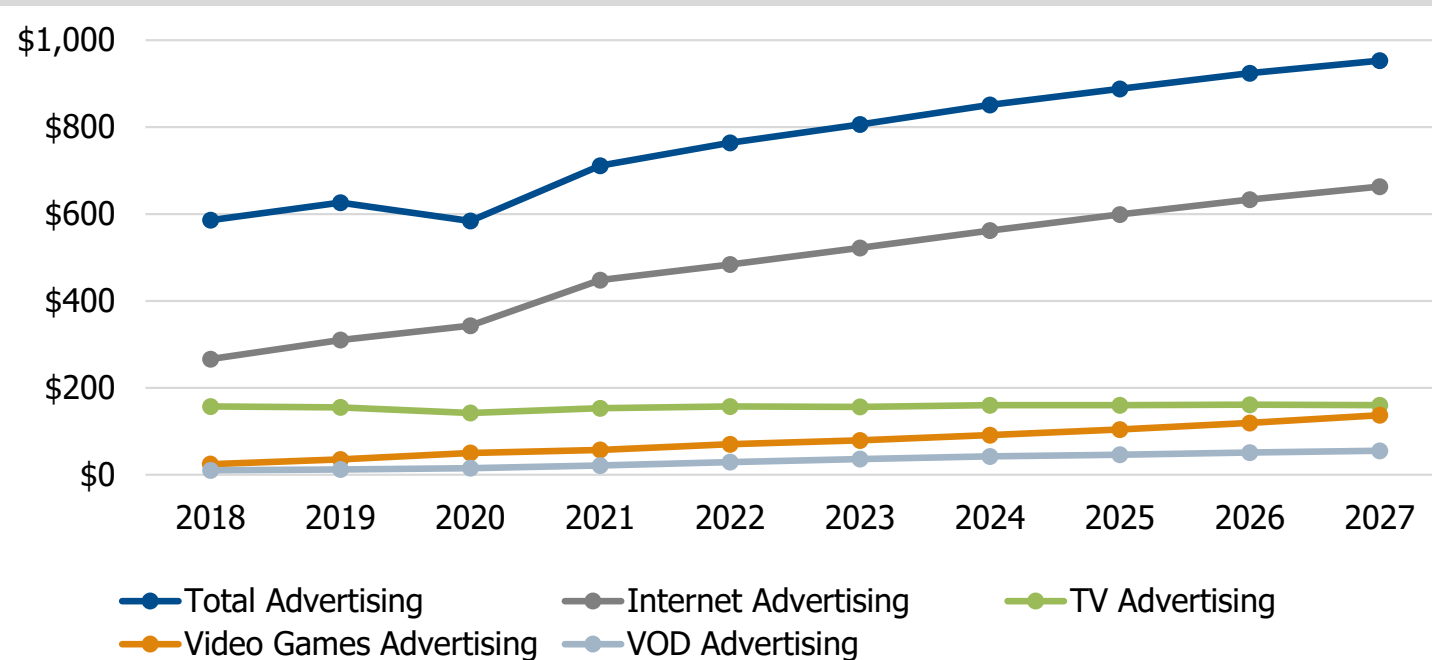
\* Sector with greatest number of wins.



# E&M Advertising Market Continues to Grow, Driven by Growth of Digital Components

- ▶ Ad Spend set to surpass consumer spend as largest Entertainment & Media revenue category by 2025

**Advertising Market Components – Global Revenue (\$ Billion)<sup>1,2</sup>**

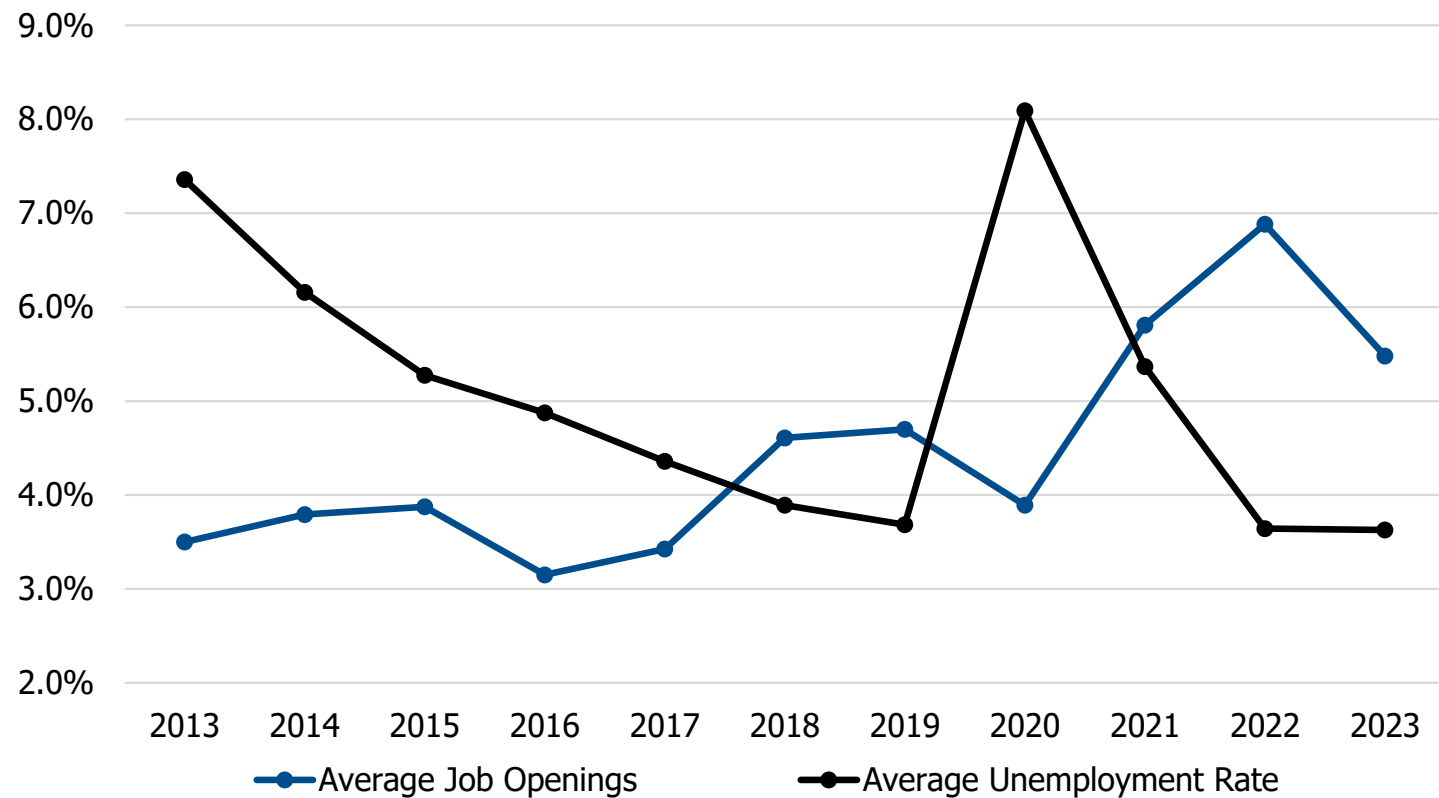


<sup>1</sup> PwC Global Entertainment & Media Outlook, 2023–2027.

<sup>2</sup> 2022 is latest available data; 2023–2027 values are forecasts. Chart does not include smaller advertising sub-sectors.

# Job Openings Declined in 2023 with Little Change in Unemployment

U.S. Economic Trends 2013 to 2023<sup>1,2</sup>

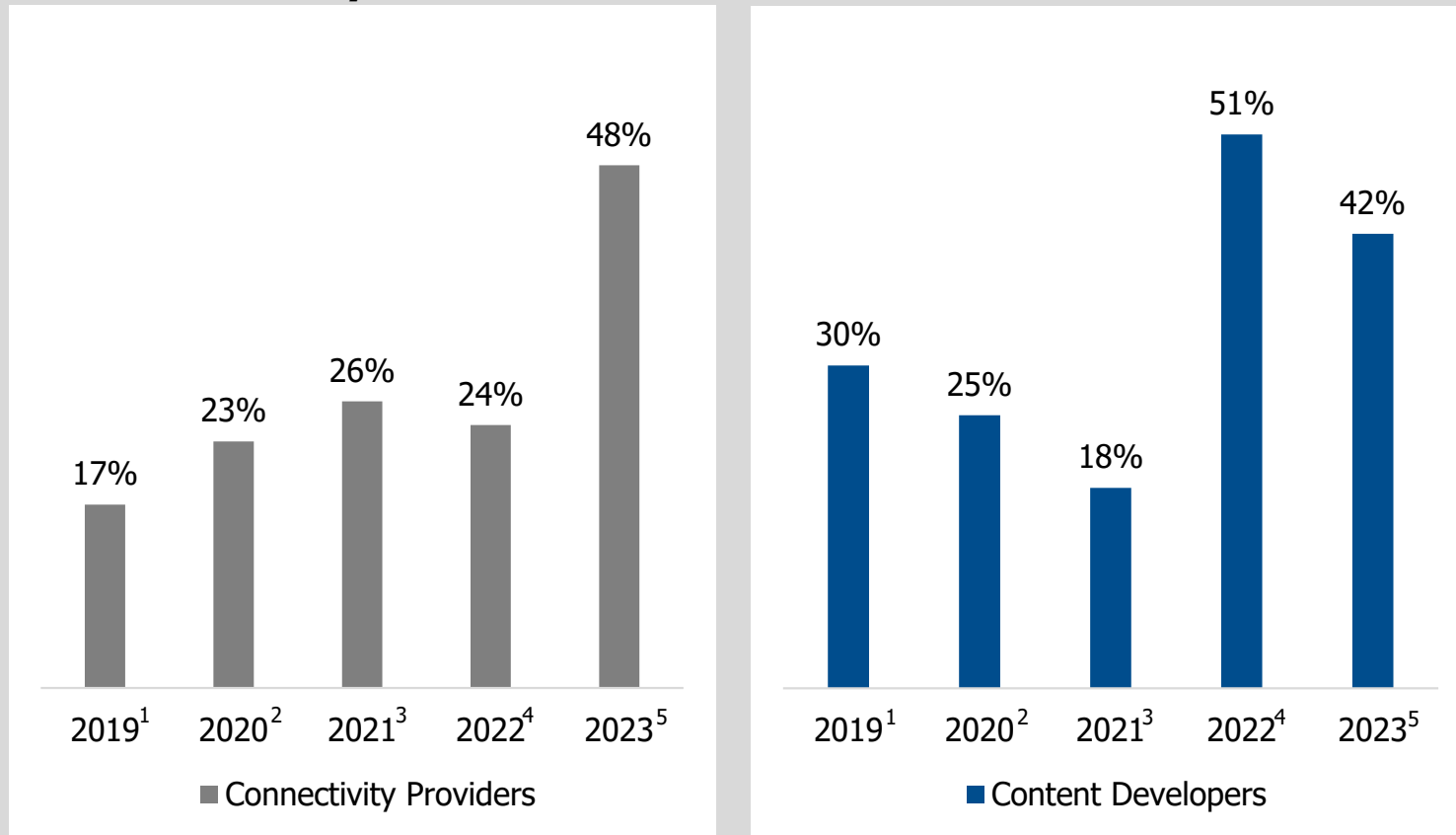


<sup>1</sup> U.S. Bureau of Labor Statistics, *Job Openings and Labor Turnover Survey* – Information Industry; October 2023 data are preliminary.

<sup>2</sup> U.S. Bureau of Labor Statistics, Unemployment Rate; through November 2023.

# Over Last Five Years, Participants Responded to Tight Market by Increasing Pay

**Percent of Survey Positions with Greater Than 5% Growth for Base**



<sup>1</sup> For companies participating in both 2019 and 2018 survey. Represents mean movement.

<sup>2</sup> For companies participating in both 2020 and 2019 survey. Represents mean movement.

<sup>3</sup> For companies participating in both 2021 and 2020 survey. Represents mean movement.

<sup>4</sup> For companies participating in both 2022 and 2021 survey. Represents mean movement.

<sup>5</sup> For companies participating in both 2023 and 2022 survey. Represents mean movement.

# Yet, External Requirements and Economic Uncertainty Have Changed the Landscape



- ▶ Regulations focusing on transparency



- ▶ Addressing new workforce and engagement



- ▶ Integrating AI



- ▶ Tech layoffs



- ▶ Labor Strikes

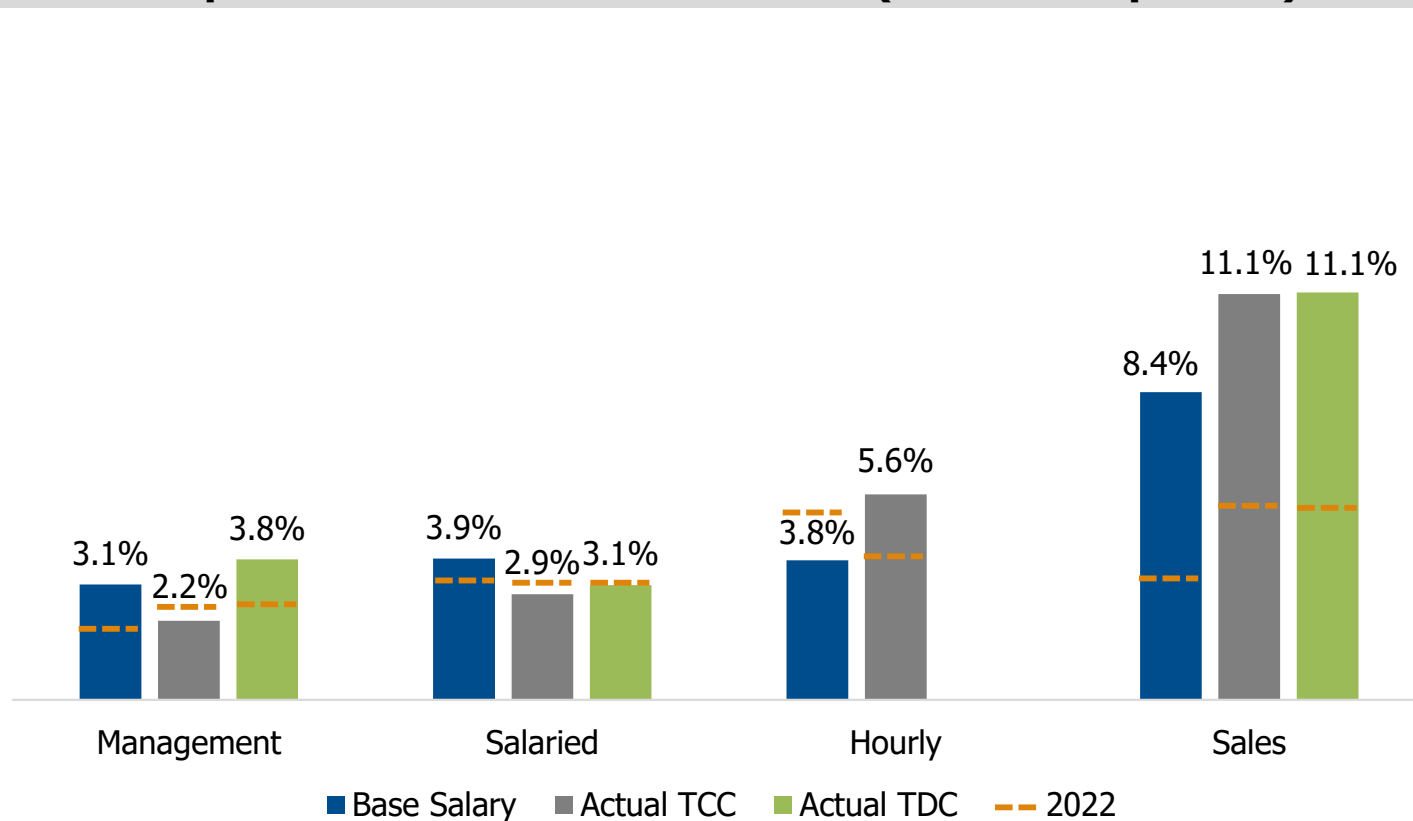


# Changes in Compensation Year over Year

# Connectivity Providers: Steady Compensation Growth

- ▶ Steady growth for management, salaried and hourly positions
- ▶ **Material** growth for sales positions

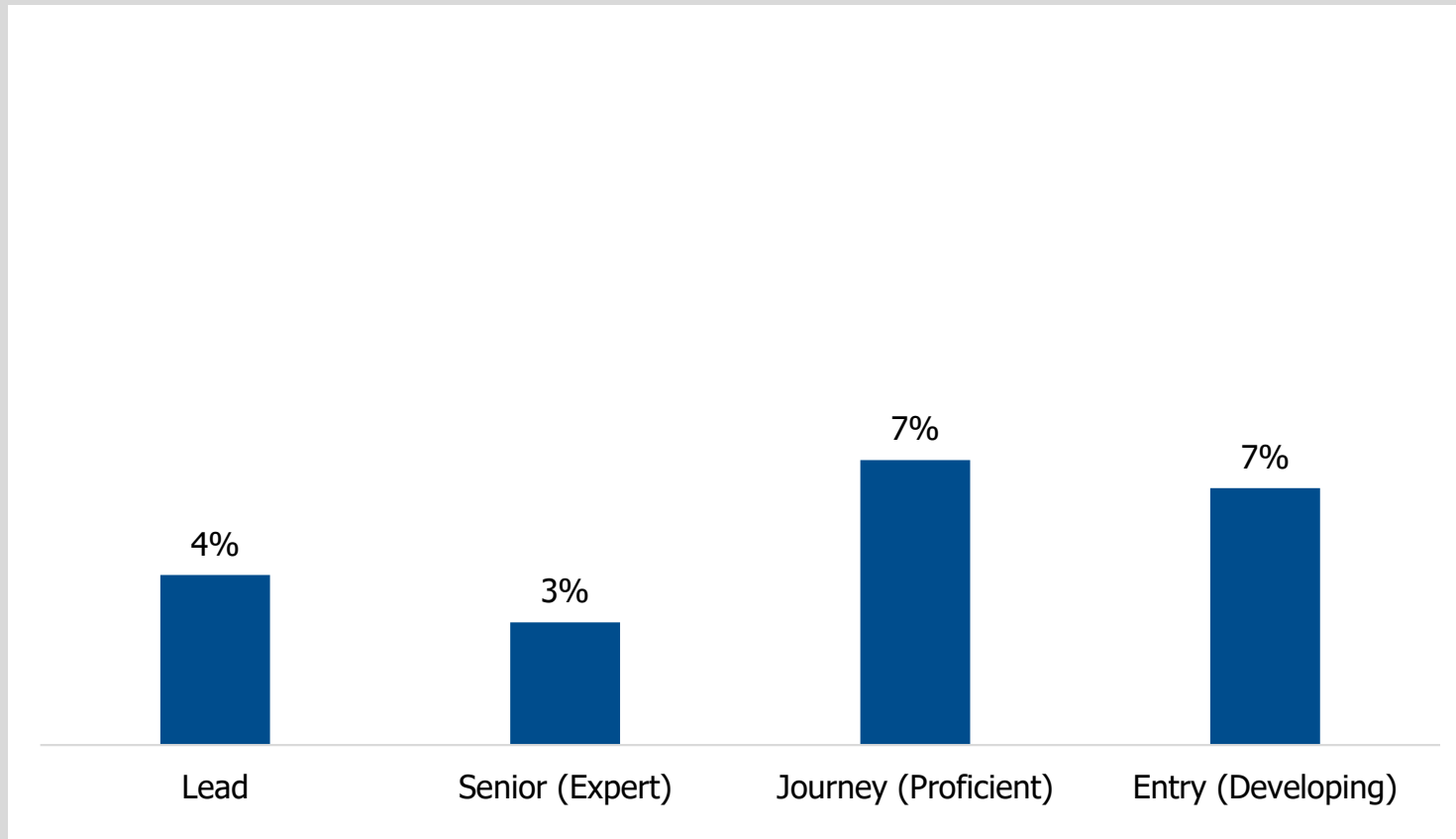
**Mean Compensation Growth 2022 to 2023 (Paired Comparison)<sup>1</sup>**



<sup>1</sup> For companies participating in both 2023 and 2022 Connectivity Providers Surveys. Excludes companies with material changes to plans or material changes in levels of awards that unduly mask prevailing trends.

# Connectivity Providers: Material Base Salary Growth for Installation / Service Hourly Positions

**Installation / Service Mean Base Salary Growth 2022 to 2023<sup>1,2</sup>**

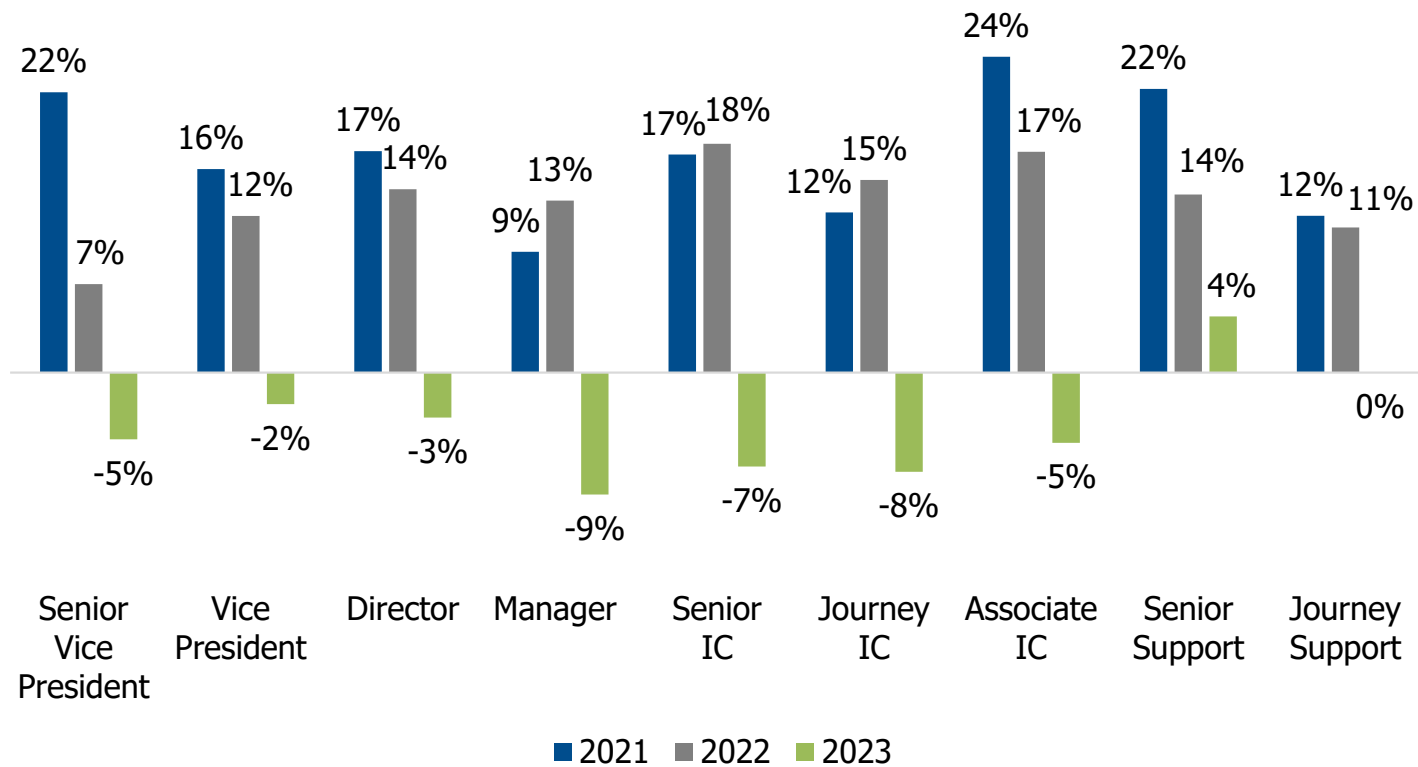


<sup>1</sup> For companies participating in both 2023 and 2022 Connectivity Providers Surveys. Represents incumbent weighted mean movement across the Survey's hourly Installation / Service positions.

<sup>2</sup> The entry level Installation / Service technician also had a mean base salary increase of 10% between 2021 and 2022.

# Connectivity Providers: Bonuses as Percent of Target Decreased Materially

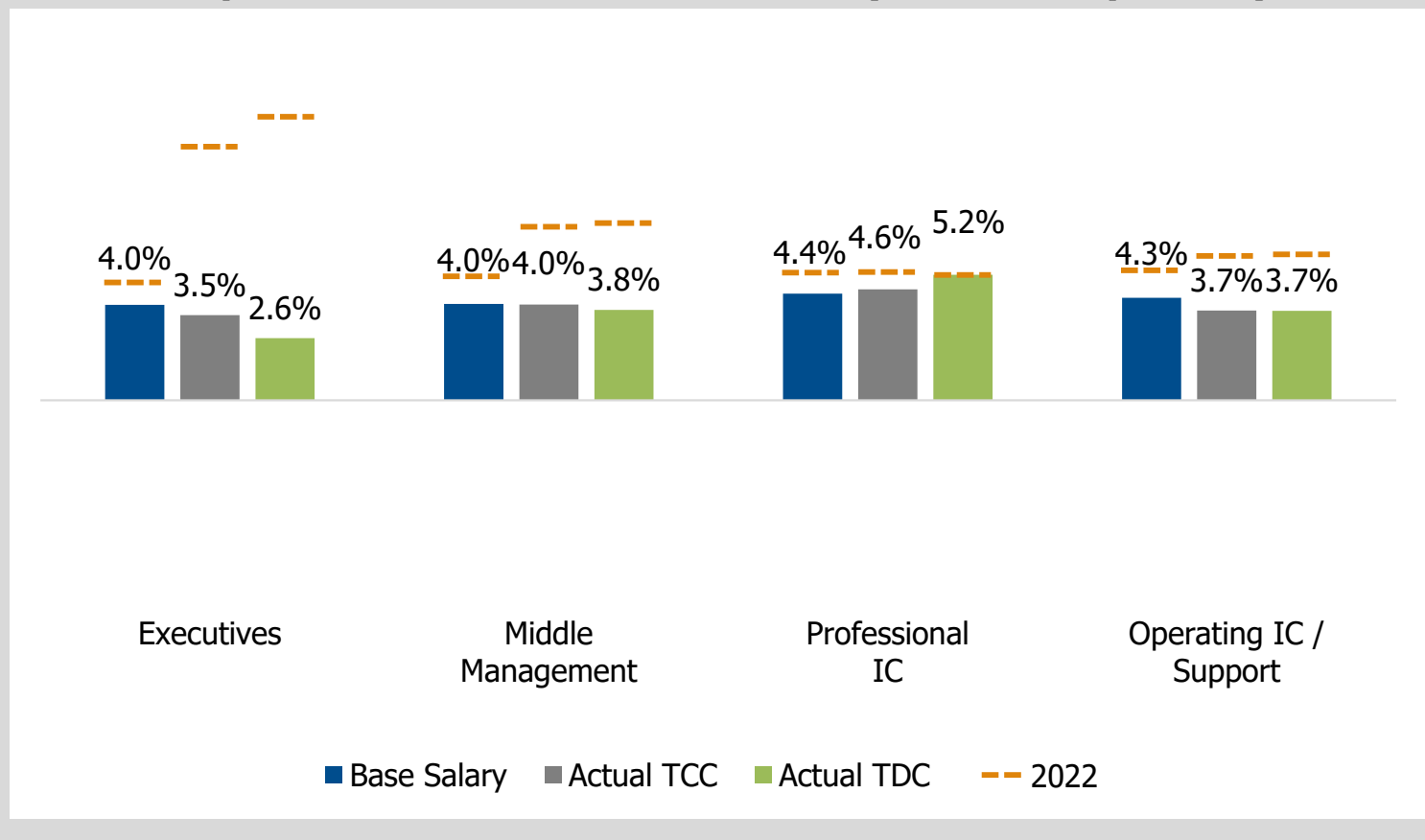
Mean Bonus Paid as a Percent of Target (Excluding Sales)





# Content Developers: Steady but Moderate Growth Across All Levels

Mean Compensation Growth 2022 to 2023 (Paired Comparison)<sup>1,2</sup>

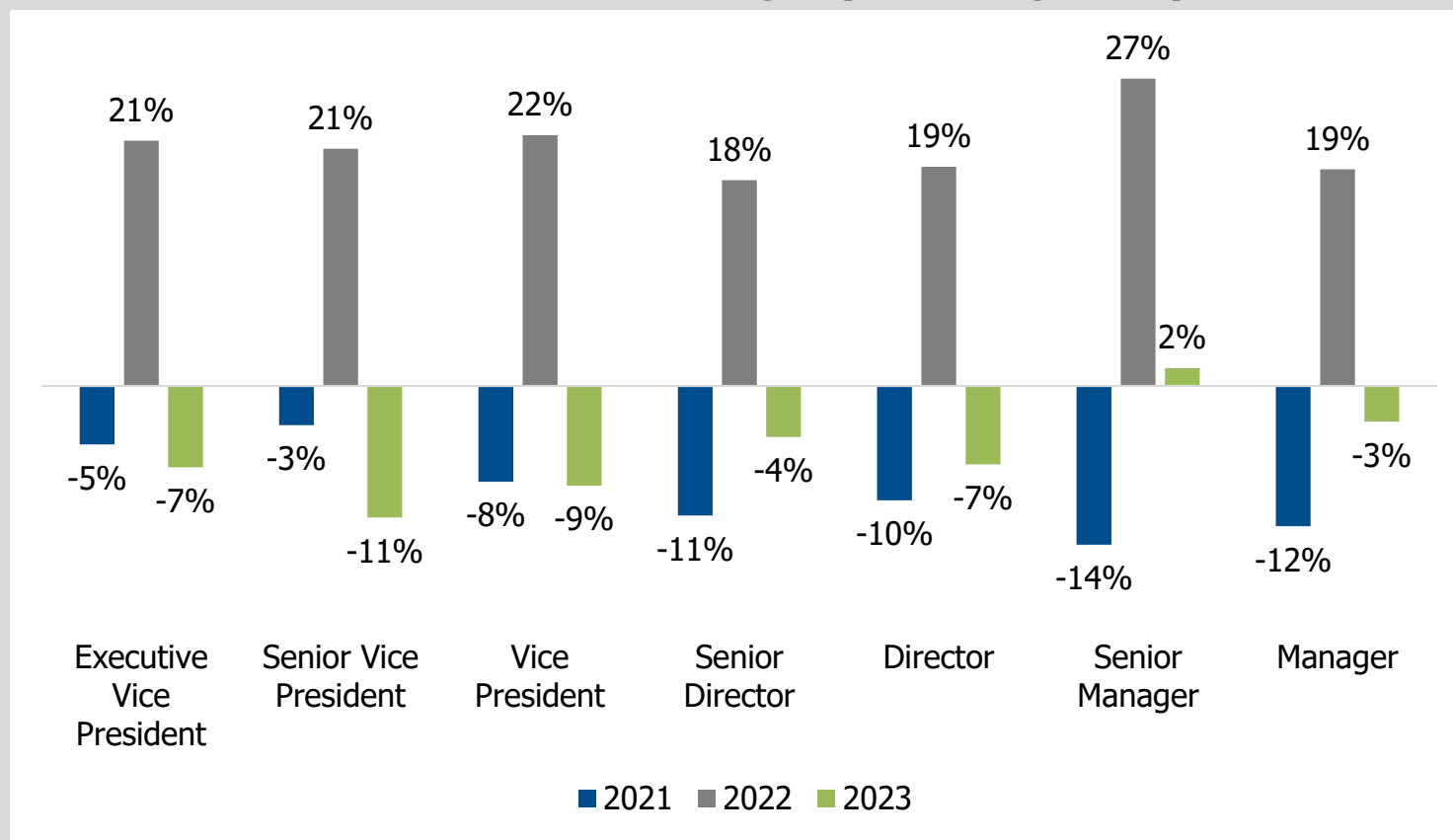


<sup>1</sup> For companies participating in both 2023 and 2022 Content Developers Surveys, excludes sales positions.

<sup>2</sup> Survey data effective March 1, 2023, prior to the Writers Guild of America (WGA) strike May 2 to September 27, 2023.

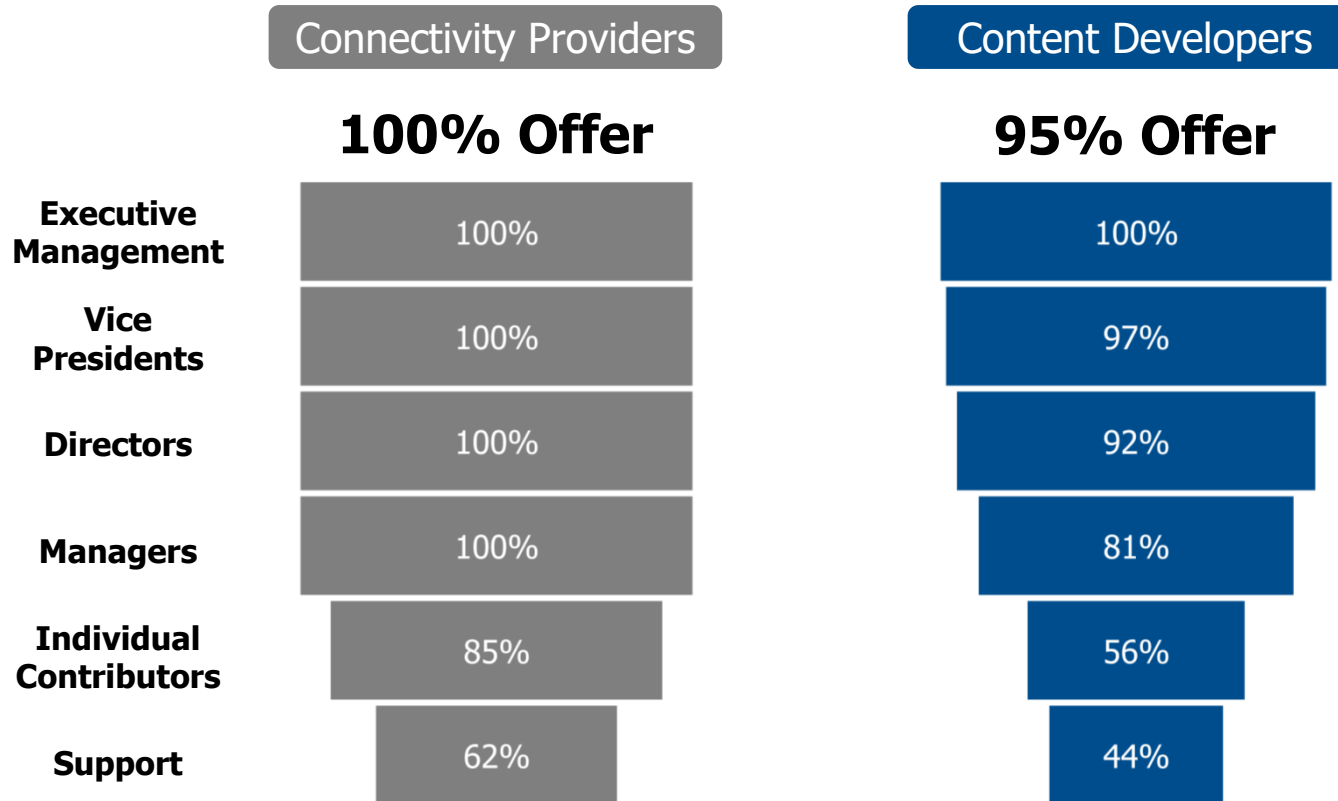
# Content Developers: Bonuses Decreased in 2023 but Were Consistent with 2021

Mean Bonus Paid as a Percent of Target (Excluding Sales)



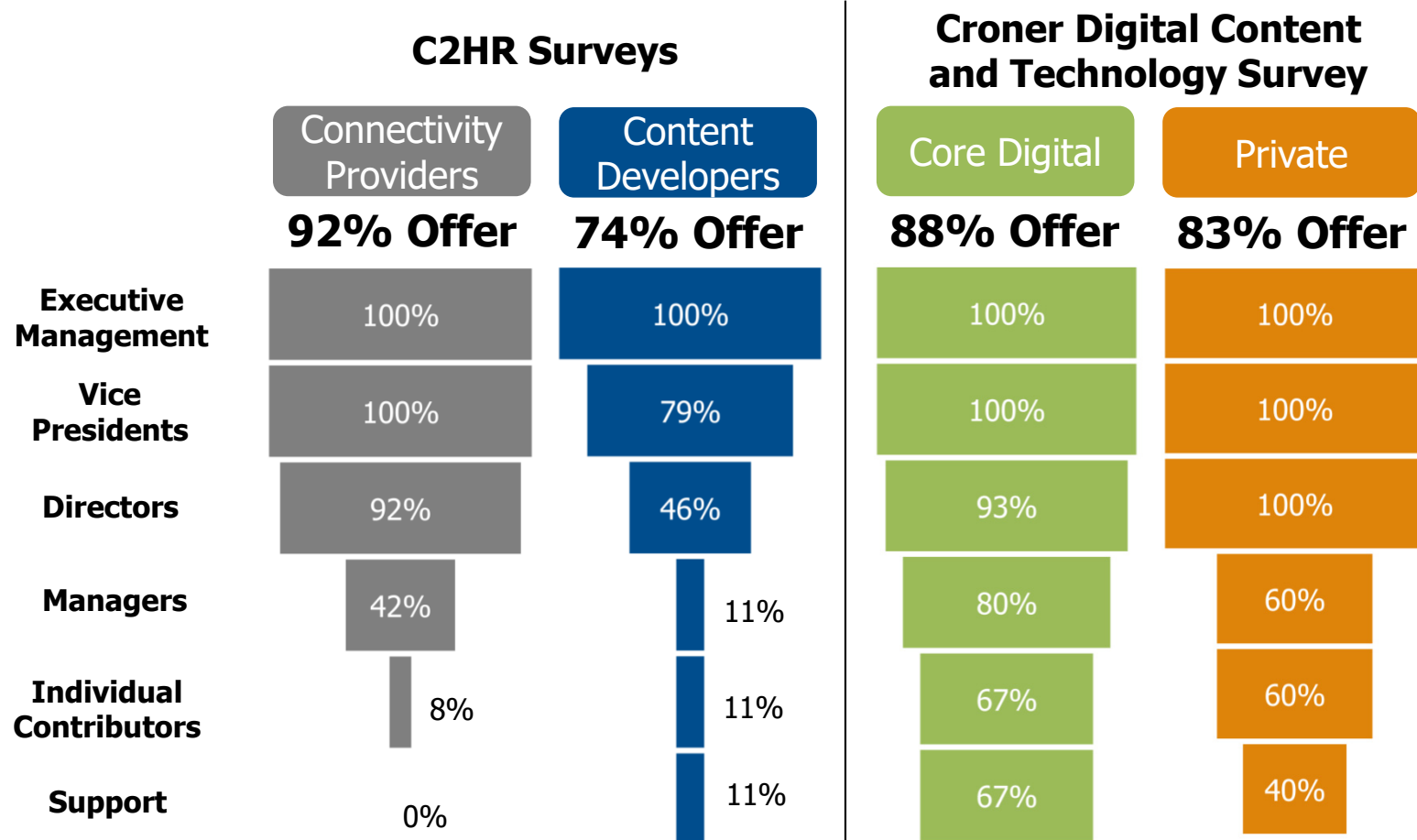
# For Both Industries, Bonus Eligibility Remains Broad-Based

## Bonus Eligibility by Organization Level



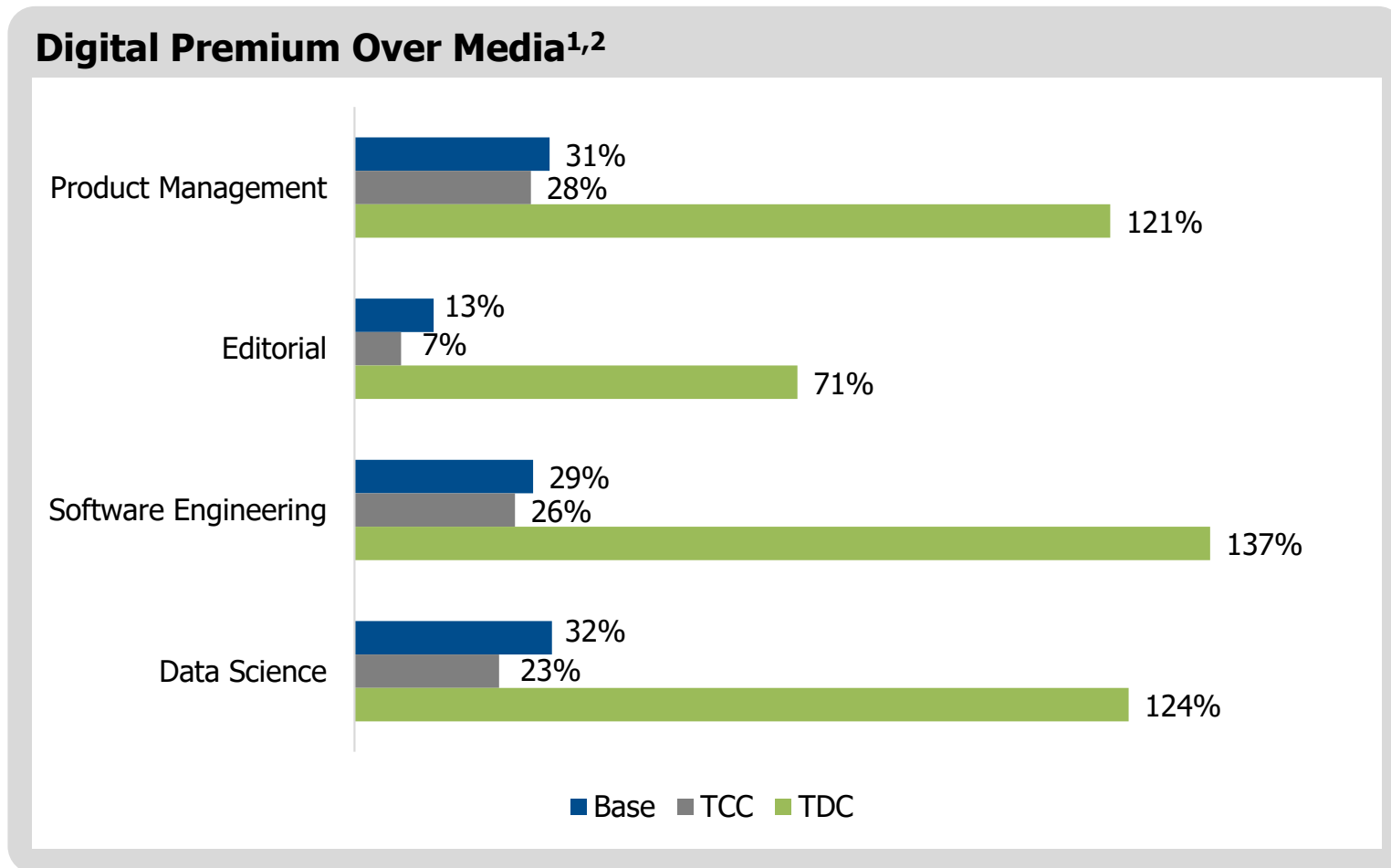
# Long-Term Incentive Eligibility Remains Limited to Management, Unlike Digital Cos

## Long-Term Incentive Eligibility by Organization Level





# Digital Continues to Pay More for Key Job Families, Challenging Media Pay Practices



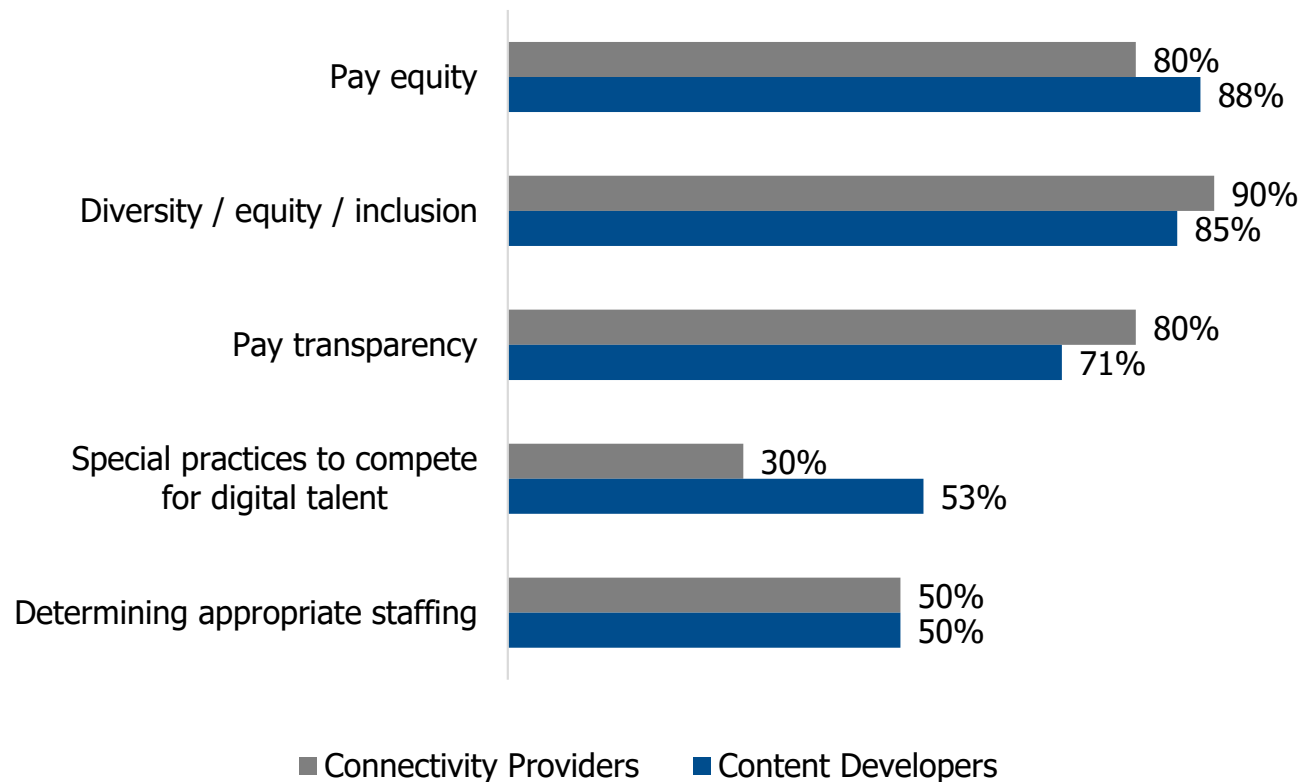
<sup>1</sup> Source: 2023 Digital Content and Technology Survey. Incumbents at Advanced IC level and above.

<sup>2</sup> Differential between digital native and media companies for base salary, total cash compensation and total direct compensation (median).

# Current Solutions

# Top Priorities Include Pay Equity, DEI and Pay Transparency

## Most Pressing Current Issues



# More Are Investing in AI Positions

**Companies** with AI incumbents:

2022  
8

+25%

2023  
10

**Average** AI incumbents per company:

48

+13%

54

**Total number** of AI incumbents matched to Survey:

383

+41%

540

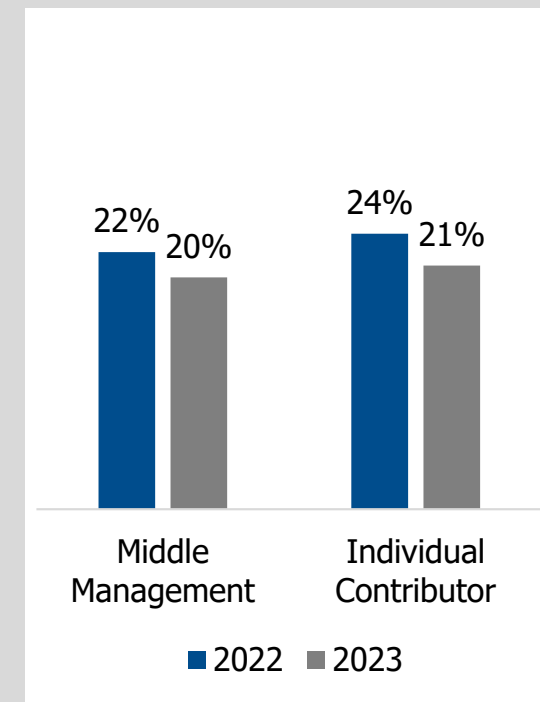
**Reportable** AI positions in Report:

3

+33%

4

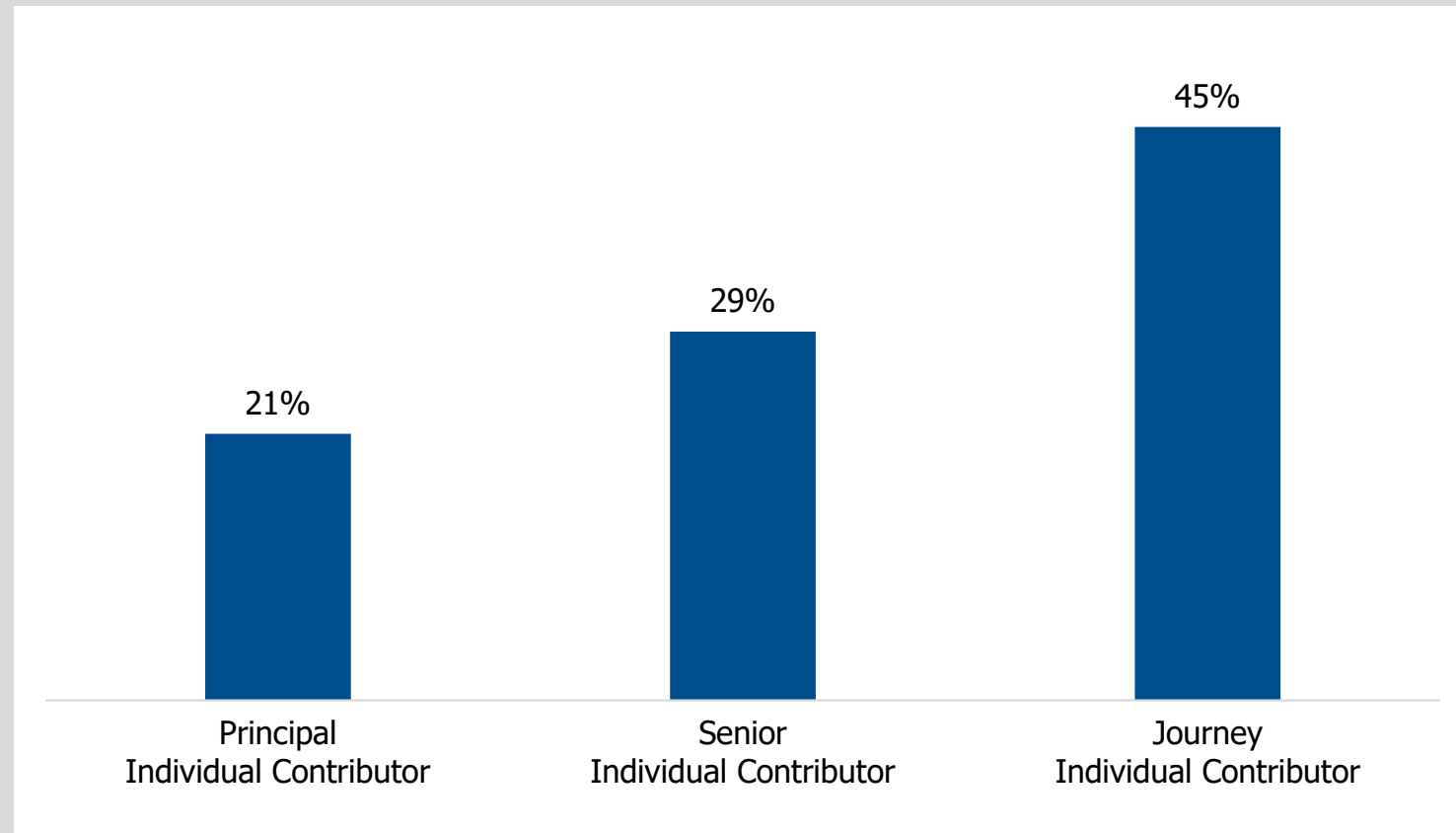
## Mean Base Salary Differential AI Above Software Engineering<sup>1</sup>



<sup>1</sup> 2023 Croner Digital Content and Technology Survey, Media / Entertainment cut: Artificial Intelligence / Machine Learning job family base salaries over all other Software Engineering job families' base salaries.

# Connectivity Providers: Investment in Software Engineering Continues to Be Strong

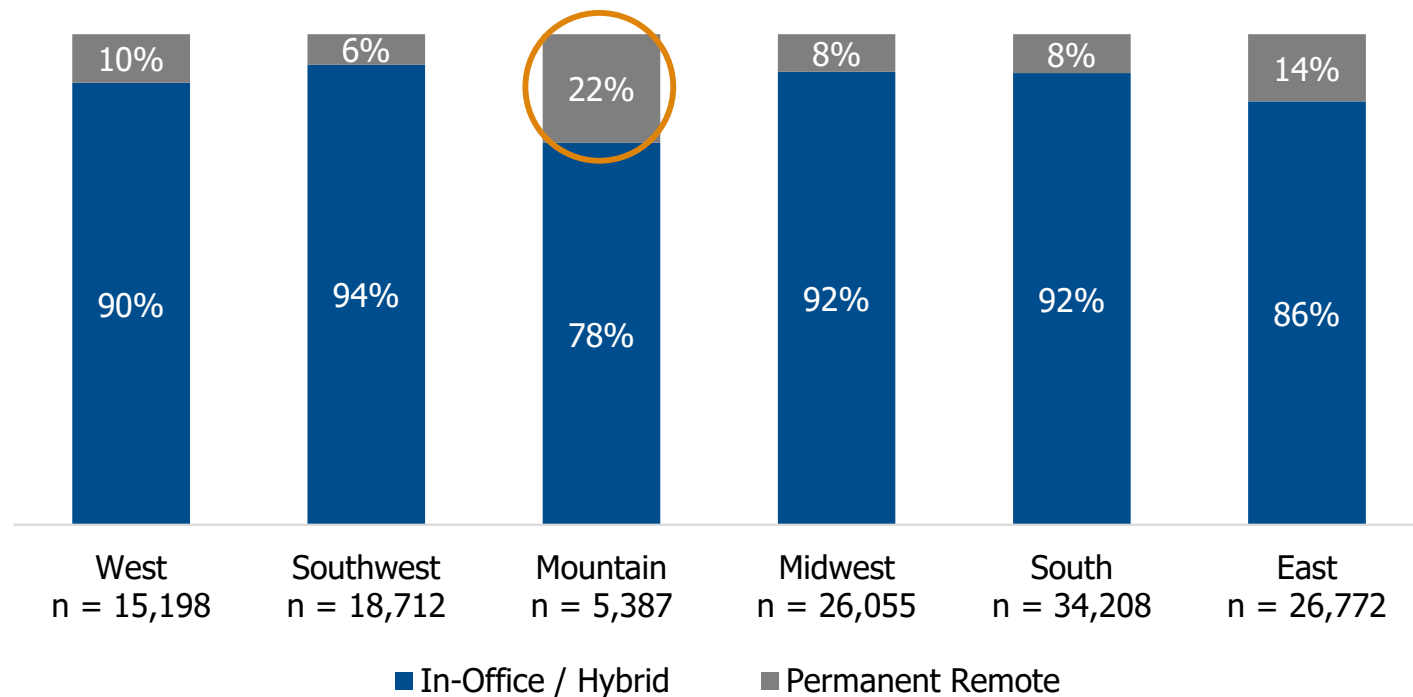
**Mean Base Pay Differential of Software Engineers Within Survey Level<sup>1</sup>**



<sup>1</sup> Level roll-ups exclude Sales and Software Engineering families in the averages. Most comparable roles in the Principal level roll-up are technical whereas the Senior and Journey Individual Contributor level roll-ups include technical and non-technical positions.

# Connectivity Providers: Permanent Remote Greatest in Mountain Region

**In-Office / Hybrid and Permanent Remote by Geographic Region<sup>1</sup>**

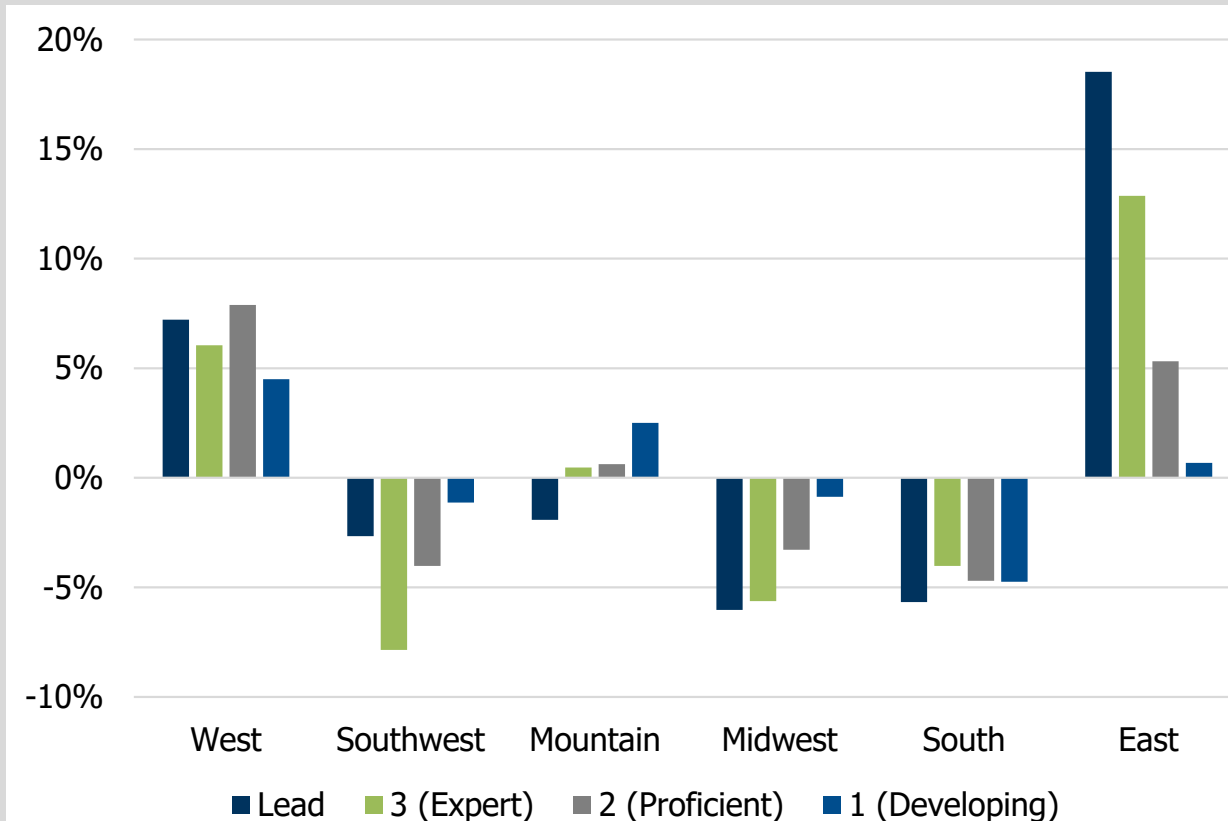


<sup>1</sup> Families with the greatest prevalence of permanent remote are Customer Care, Dispatch and Software Engineering.



# Connectivity Providers: Geographic Differentials Remain Prevalent

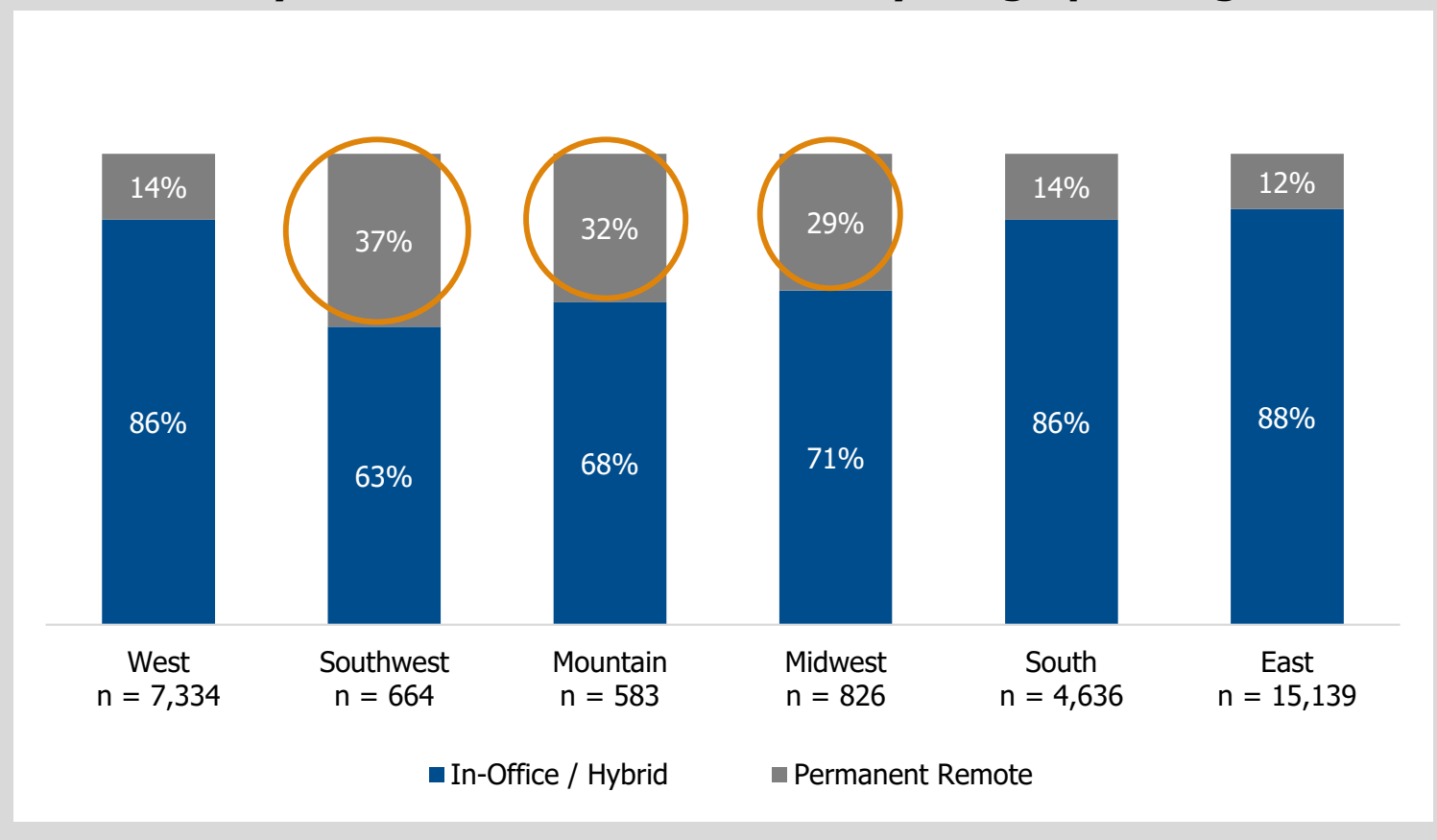
**Installation / Service Technician Mean Base Salary  
Geographical Differentials by Region**



Mountain region continues to be the most closely aligned to the U.S. national average (0% line) in 2023, consistent with 2019, 2020, 2021 and 2022.

# Content Developers: Permanent Remote Greatest in Southwest Region, Followed by Mountain and Midwest

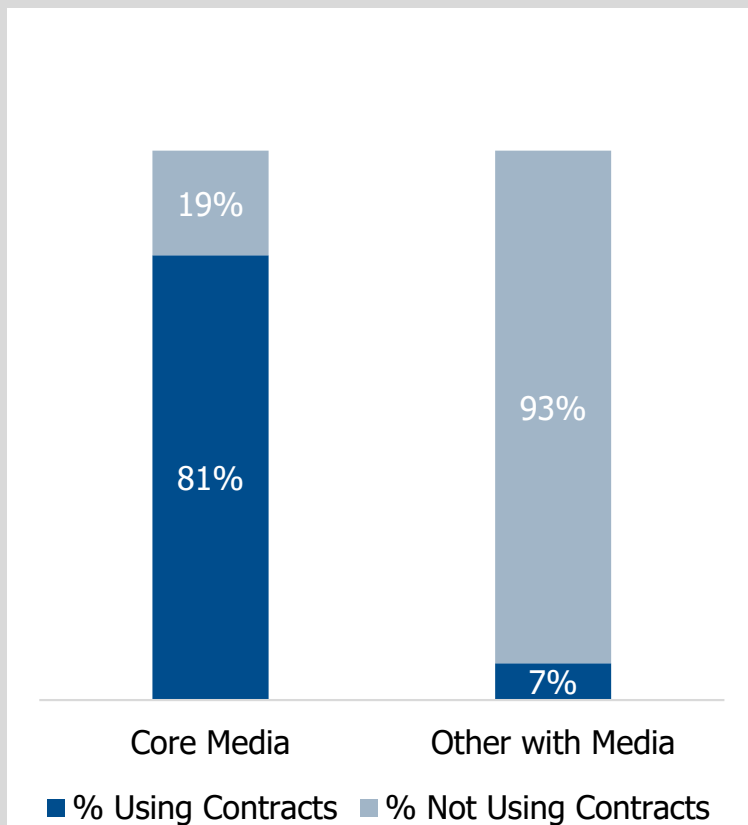
**In-Office / Hybrid and Permanent Remote by Geographic Region<sup>1</sup>**



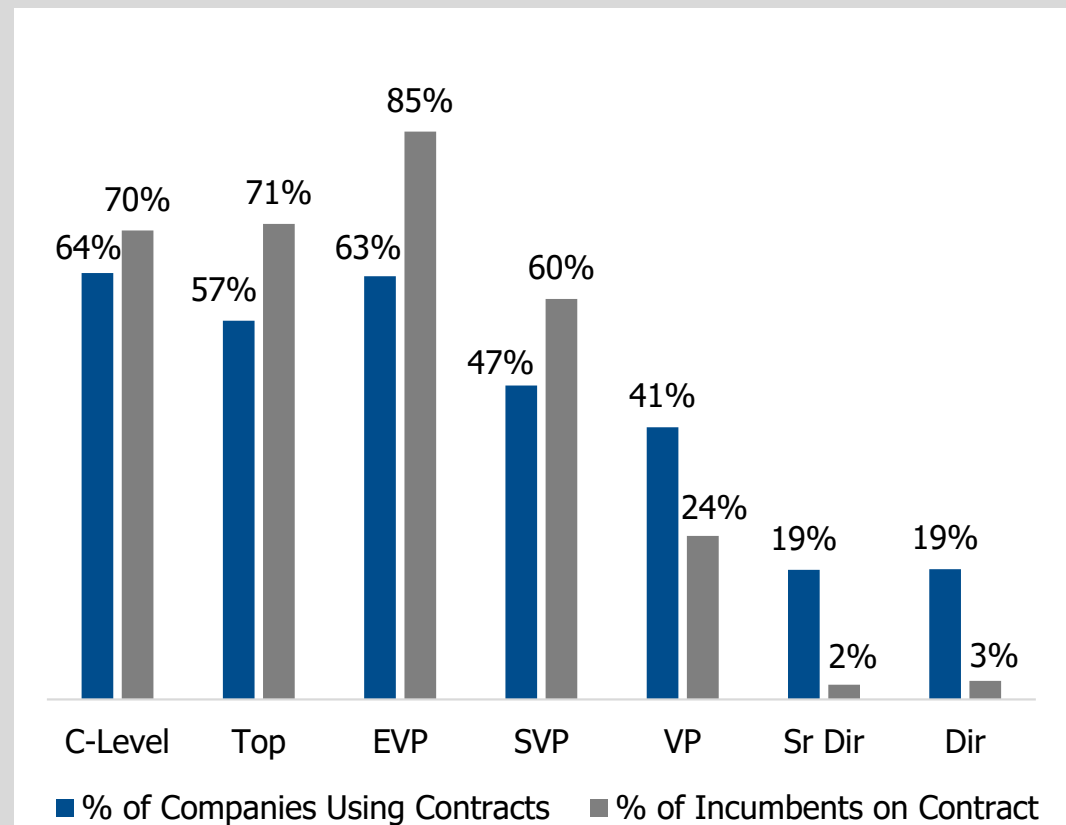
<sup>1</sup> Families with the greatest prevalence of permanent remote are Advertisement Traffic, Advertising Sales, Information Technology and Finance.

# Content Developers: Majority of Core Media Use Employment Contracts to Retain Senior Executives

% of Companies Using Contracts<sup>1</sup>

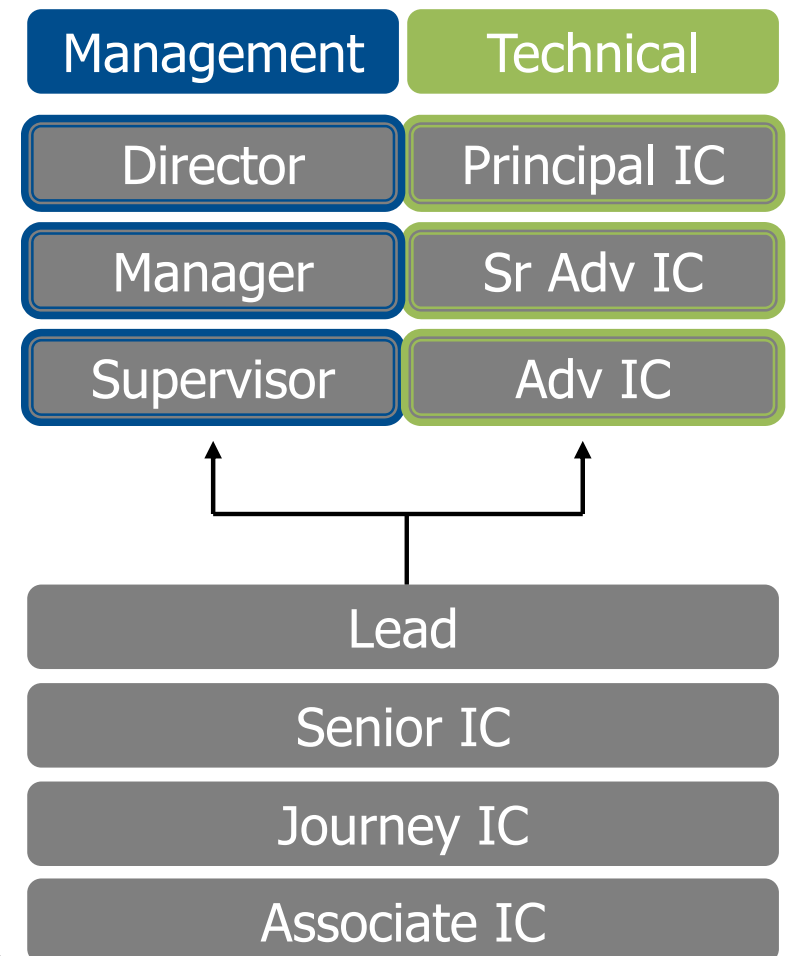
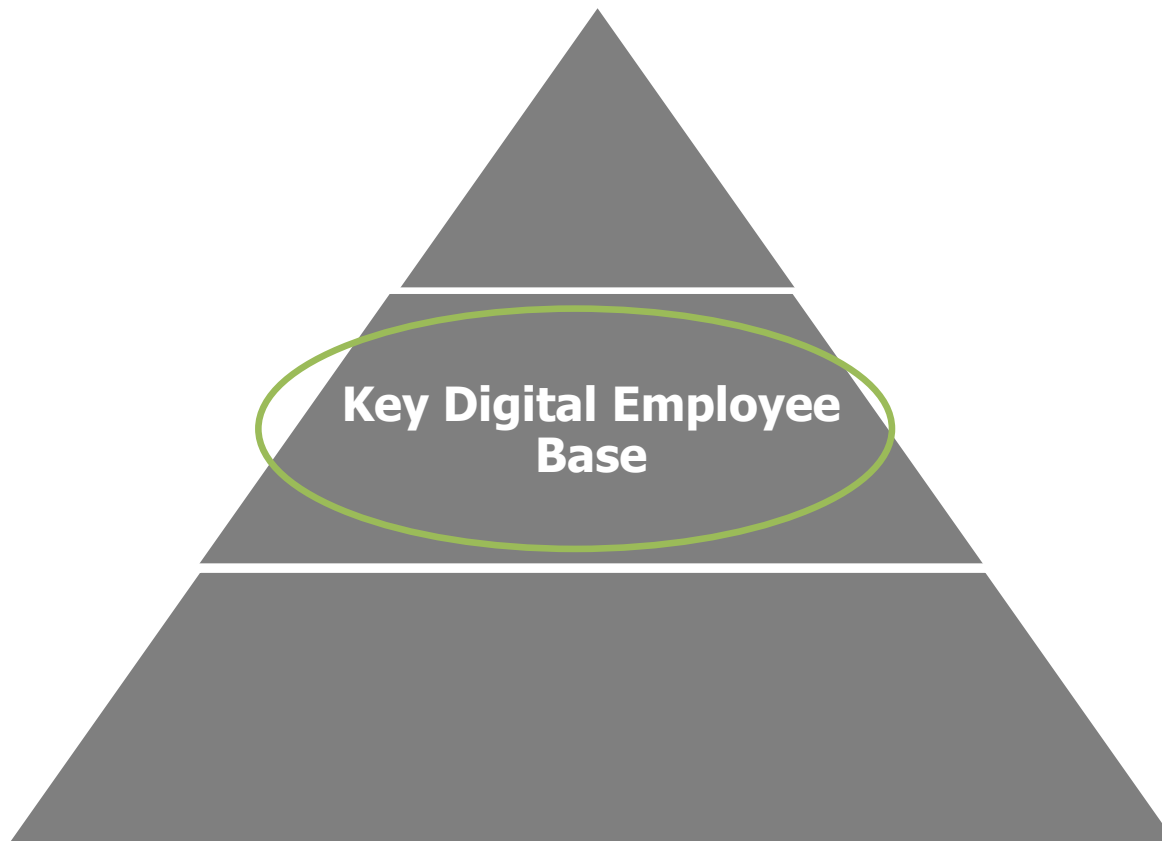


% of Employees Under Contract by Level



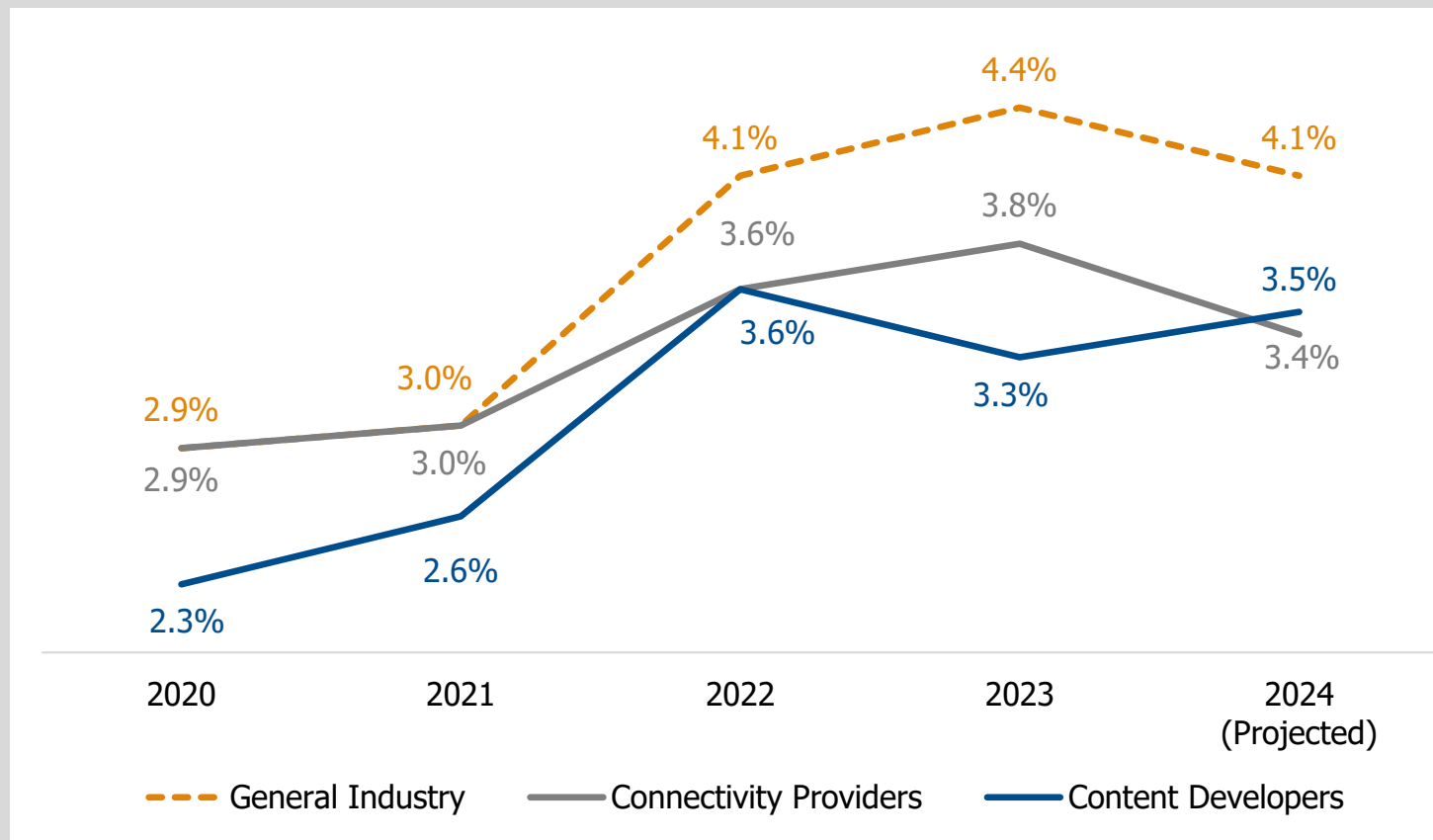
<sup>1</sup> Core Media represents companies that primarily produce media and entertainment; Other with Media represents companies that produce media in addition to their core business.

# Career Pathing that Resonates with Both Media and Technology Becomes Essential



# Salary Budget Survey: Salary Adjustments Anticipated for 2024

Mean Salary Adjustment Budget<sup>1,2,3</sup>



<sup>1</sup> Croner Connectivity Providers Salary Budget Survey Participants: August 2023.

<sup>2</sup> Croner Content Developers Salary Budget Survey Participants: August 2023.

<sup>3</sup> WorldatWork Salary Budget Survey: July 2023.

# Pay Transparency 2.0

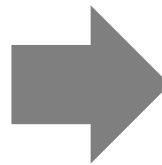


# Infrastructure and Communication Is Key to Success in 2.0



## **Identify Like Jobs.**

A clear and comprehensive job analysis and architecture can assist with grouping functions and organization levels.



## **Pay Philosophy, Pricing & Ranges.**

Share the reference market and rationale of how and why you pay as you do. Describe ranges for hiring and the role.



## **Communicate.**

Because pay transparency opens the door for more questions; provide more training and communication ("Comp 101", performance management) for managers and staff

# Identify "Like" Jobs: Job Architecture

- It is critical to identify like jobs, differentiated jobs and career paths

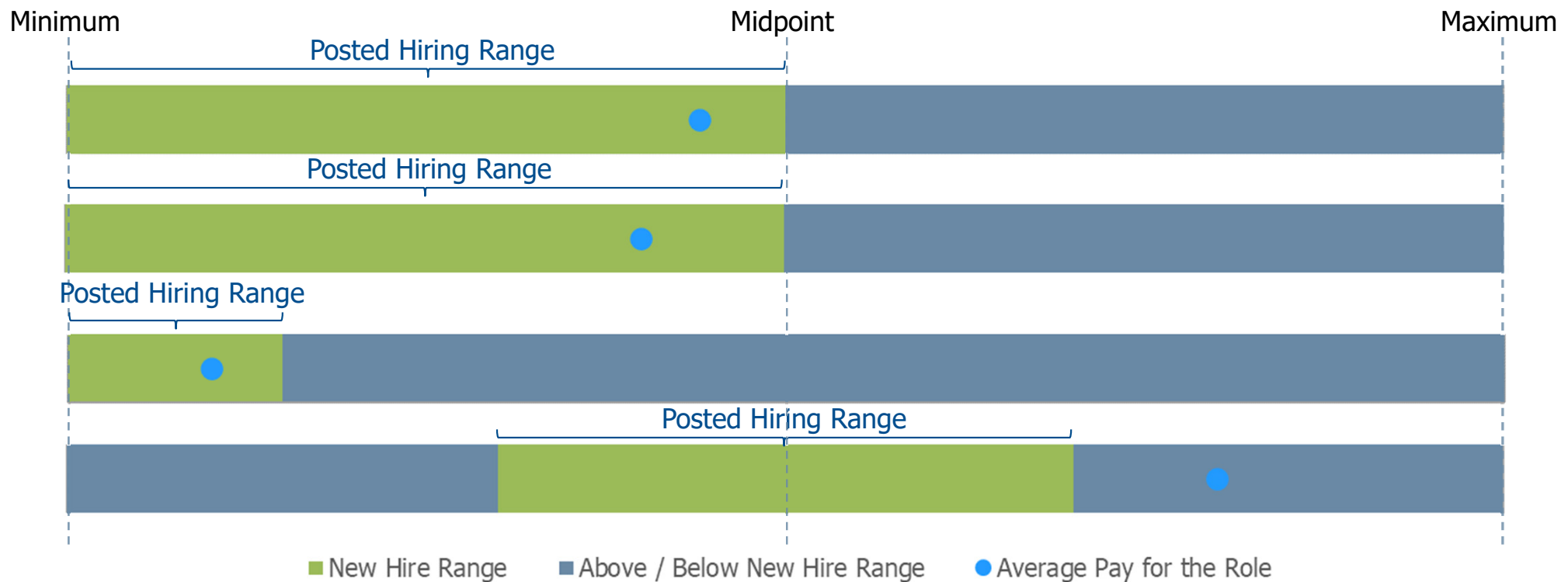
Salary Grade	Data Engineering		Software Engineering		Software QA Engineering		Systems Engineering	
Grade	Management	IC	Management	IC	Management	IC	Management	IC
20			Director, Software Engineering	Principal Software Engineer				
19	Director, Data Engineering		Senior Manager, Software Engineering	Senior Staff Software Engineer			Director, Systems Engineering	Principal Systems Engineer
18			Manager, Software Engineering	Staff Software Engineer				
17	Senior Manager, Data Engineering	Senior Staff Data Engineer					Senior Manager, Systems Engineering	Senior Staff Systems Engineer
16	Manager, Data Engineering	Staff Data Engineer		Senior Software Engineer			Manager, Systems Engineering	Staff Systems Engineer
15		Senior Data Engineer						
14				Software Engineer		Senior Software QA Engineer		Senior Systems Engineer
13		Data Engineer						
12						Software QA Engineer		Systems Engineer
11				Associate Software Engineer				

# Articulate Philosophy & Approach to Market Pricing

- ▶ We apply a variety of tools to attract, retain, and promote highly qualified employees who drive impact...
- ▶ Our program offers...
- ▶ We target base salaries...
- ▶ Due to our strong focus on performance, we offer...
- ▶ Our equity plan....
- ▶ Our benefits...
- ▶ We determine our compensation and benefits levels using the following resources in the following way....

# Educate on Ranges

- ▶ Hiring ranges reflect what the organization will pay for the role
- ▶ Typical hiring range is the minimum to the midpoint of a salary range
- ▶ In many states, employees are entitled to see their full range



# Communicate

## Training

Teach managers how to talk about pay program.



## Hiring

Give managers information about pay for like jobs so that they maintain pay equity at hire and promotion.



## Differentiation

With more data becoming available, there is more pressure on managers to reduce differentiation.



## Pay for Performance

One outcome of the pay transparency movement is training managers how to differentiate employees' pay based on performance to justify pay differences.



# Impacts of Pay Transparency

- ▶ Pay Transparency can be part of a competitive employer advantage!

**Employee will see the range requiring managers to understand compensation better**



**Geographic differentials now front and center.**



**Candidates will want the top of the range requiring managers to understand the full hiring range.**



**More focus on how pay is administered, training and communication.**







## **Discussion - Q&A**

Thank you for joining us!

If you have any additional questions about The Croner Company or our Surveys, please email [info@croner.com](mailto:info@croner.com)





# **Continuing Education Activity Code**

**24-3YTYW**

# Appendix

# Companies That Informed Analysis of Digital Technology Natives and Media (Slide 25)

## Digital Natives

**NETFLIX**

 **Tripadvisor**

 **SQUARESPACE**

**Linked in**

**SiriusXM**

 **Spotify**

**yahoo!**

 **Apple**

## Media

**ESPN**

**AMC  
NETWORKS**



  
*Paramount*

**Disney**  
Parks, Experiences  
and Products



  
**UNIVISION**

**NBCUniversal**



**WARNER BROS.  
DISCOVERY**



**VICE**



**FOX**

**iHeart  
MEDIA**



# Current "Hot" Jobs for Connectivity Providers Reflect Demand for Customer Care and Technology

## Customer Care

*(Also a Hot Job Family in 2022)*

**+9%**

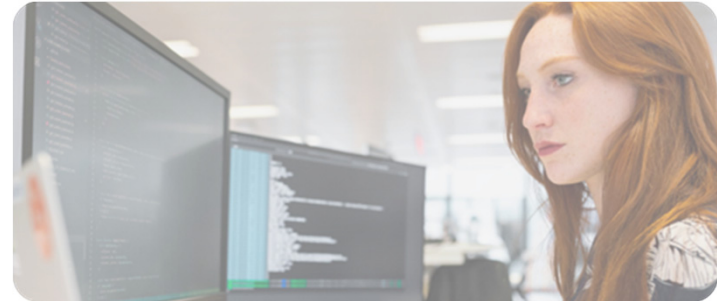
Customer Care Representative 2  
(Proficient)

**+8%**

Lead Customer Care Representative

**+6%**

Customer Care Representative 3 (Expert)



## Software Engineering

**+13%**

Associate Software Engineer

**+9%**

Software Engineer

**+6%**

Principal Software Engineer

**+6%**

Senior Software Engineer



# All Content Developers Are Competing for the Same "Hot" Jobs Focused on Efficiency and Engagement



## Production Management

**+9%**  
Production Assistant  
(Any Area)

**+7%**  
Production Manager

**+7%**  
Manager, Production



## Library

**+19%**  
Librarian

**+8%**  
Director, Library and/or  
Digital Assets

**+8%**  
Senior Librarian



## Media Relations

**+9%**  
Publicist

**+8%**  
Senior Director, Media  
Relations

**+8%**  
Senior Manager, Media  
Relations



## Market and/or Audience Research

**+13%**  
Manager, Research

**+11%**  
Senior Research  
Analyst

**+9%**  
Senior Director,  
Research



# Digital and Technology Survey "Hot" Jobs: Focused on New Business and Engagement

Business Development	Competitive / Business Intelligence Research	Events Marketing	Production Management	User Experience Design
				
<b>+13%</b> Business Development Analyst	<b>+7%</b> Mgr, Competitive / BI Research	<b>+11%</b> Dir, Events Marketing	<b>+8%</b> Assistant Production Manager	<b>+7%</b> Sr Dir, User Experience Design
<b>+8%</b> Sr Adv Business Development Analyst	<b>+6%</b> Sr Mgr, Competitive / BI Research	<b>+7%</b> Mgr, Events Marketing	<b>+7%</b> Associate Production Manager	<b>+6%</b> User Experience Designer
<b>+7%</b> Sr Mgr, Business Development	<b>+6%</b> Competitive / BI Researcher	<b>+6%</b> Events Marketing Specialist	<b>+6%</b> Senior Production Manager	<b>+6%</b> Associate User Experience Designer

For companies participating in the 2022 and 2023 Croner Digital Content and Technology Surveys.