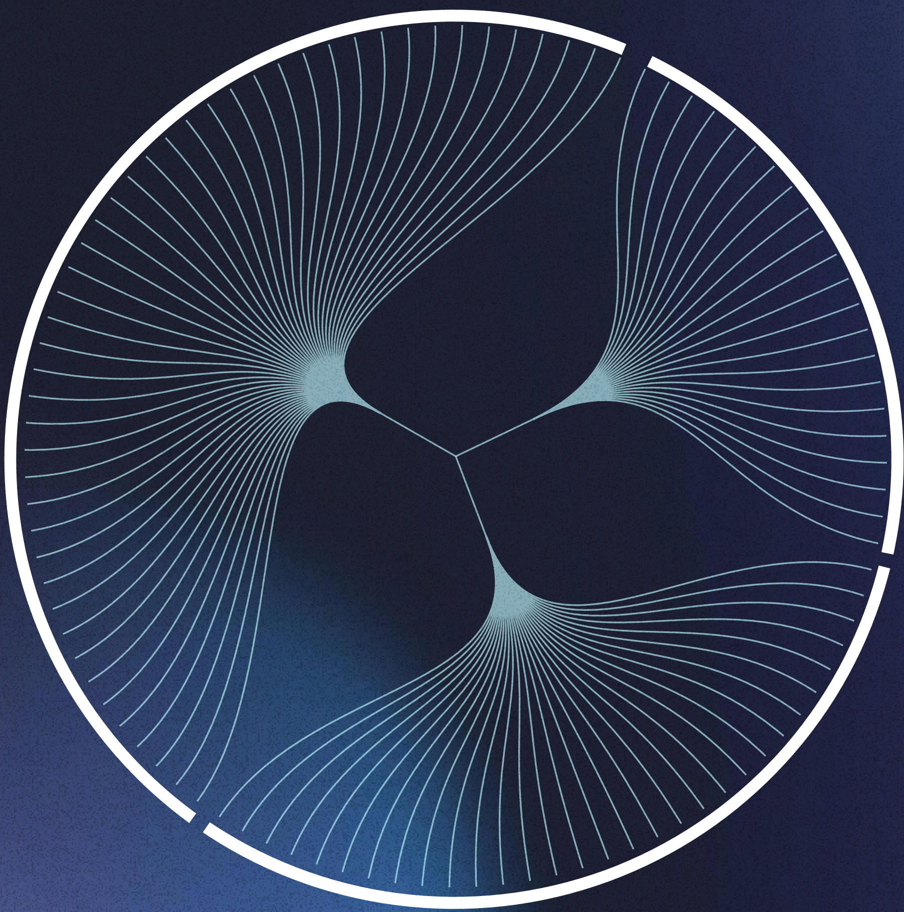
Compensation Trends

The European tech industry in 2024



ravio

Contents

About Ravio

Ravio is on a mission to empower companies to build high performing teams and ensure they are paid fairly, with compensation intelligence designed specifically for high-growth technology companies.

Companies like Delivery Hero, Personio, Alan, Vestiaire Collective, and WeTransfer use Ravio to attract, retain, and motivate world class talent.

By connecting directly to their HRIS, Ravio helps busy HR and Total Reward leaders abandon stressful guesswork and spreadsheets frozen in time. Now, they can go straight to the source of truth for real-time total compensation benchmarking, salary bands, and market trends – all powered by Europe's most comprehensive data set.

Executive summary

A competitive compensation strategy is core to business success, enabling you to attract the right team members and ensuring they're able to grow with the company. That's clear. But, what 'competitive compensation' actually looks like is much murkier in the ever-changing world of work, so it's important for employers to keep on top of the latest trends to be attractive in the job market.

That's why we're sharing insights from Ravio's compensation and benefits dataset – containing well over 150,000 compensation datapoints – coupled with survey responses from both people leaders and company founders on their people plans for the next 6 months.

This time round we can see the impacts of a difficult economic environment (inflation; VC funding much slowed down) for businesses in declining hiring rates and a reduction in annual salary increases, and for workers in stabilised attrition rates – the focus seems to have shifted from aggressive headcount growth to slow and steady advancement.

But, at the same time, both pay progression and career progression in these young tech companies remains highly competitive in comparison to the wider market – they understand the value of people to the success of the business, and are making strategic investments to ensure that their best talent is able to grow alongside the company.

A second theme we see throughout the report is how compensation strategies must continue to adapt to changing ways of working.

Flexible working models and remote/hybrid options are still important for the majority of teams, but we are seeing in-office time increasing, even within tech start ups. It's more common today for companies to offer unlimited holiday days (20% of companies) than the statutory minimum (3%). And, as the EU Pay Transparency Directive rollout looms, companies are starting their journeys to pay transparency and to eliminate gender disparities in pay and progression.

Key takeaways from the report:

- Hiring has slowed down significantly and late stage companies are taking the largest hit, with hiring rates halved compared to last year
- Attrition rates have stabilised across-the-board, but have increased for employees in commercial job roles
- Market-leading salaries do not have a significant impact on attrition rates
- The gender pay gap in Europe remains as high as 26% – with much of the pay disparity arising at the point of hiring, rather than due to issues with internal pay or progression
- With the EU Pay Transparency Directive only 2 years away from full implementation, pay transparency is a growing concern and priority for people teams
- The majority of companies are still operating a hybrid working model, but we do see a trend of companies increasing mandatory office days.

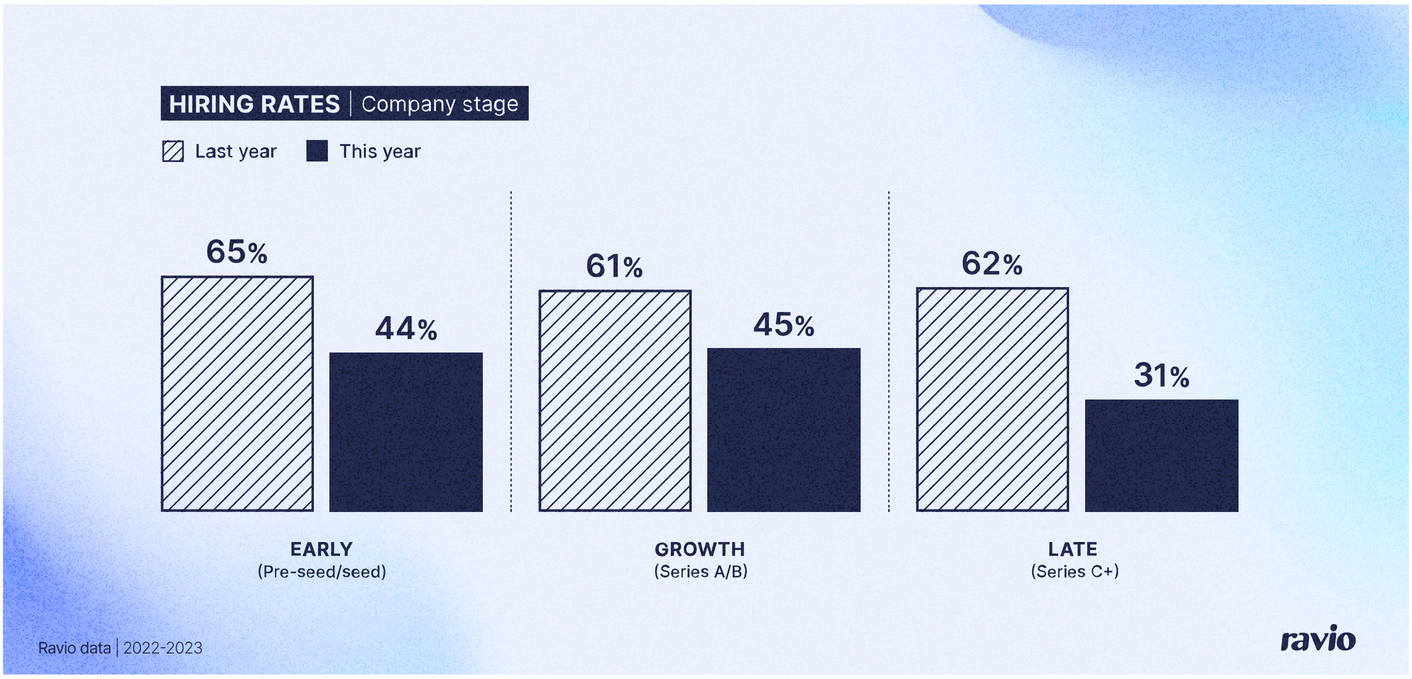
"The current economic environment is putting enormous pressure on HR and People leaders, who are being challenged to do even more with less. With budgets limited, there's an increasing need to use non-cash incentives like equity and benefits to help retain and motivate their best people. Making these decisions can't be done in a vacuum, it requires detailed knowledge of how the market is moving and the total compensation packages other companies are offering."

Raymond Siems, Ravio co-founder and Chief Product and Technology Officer

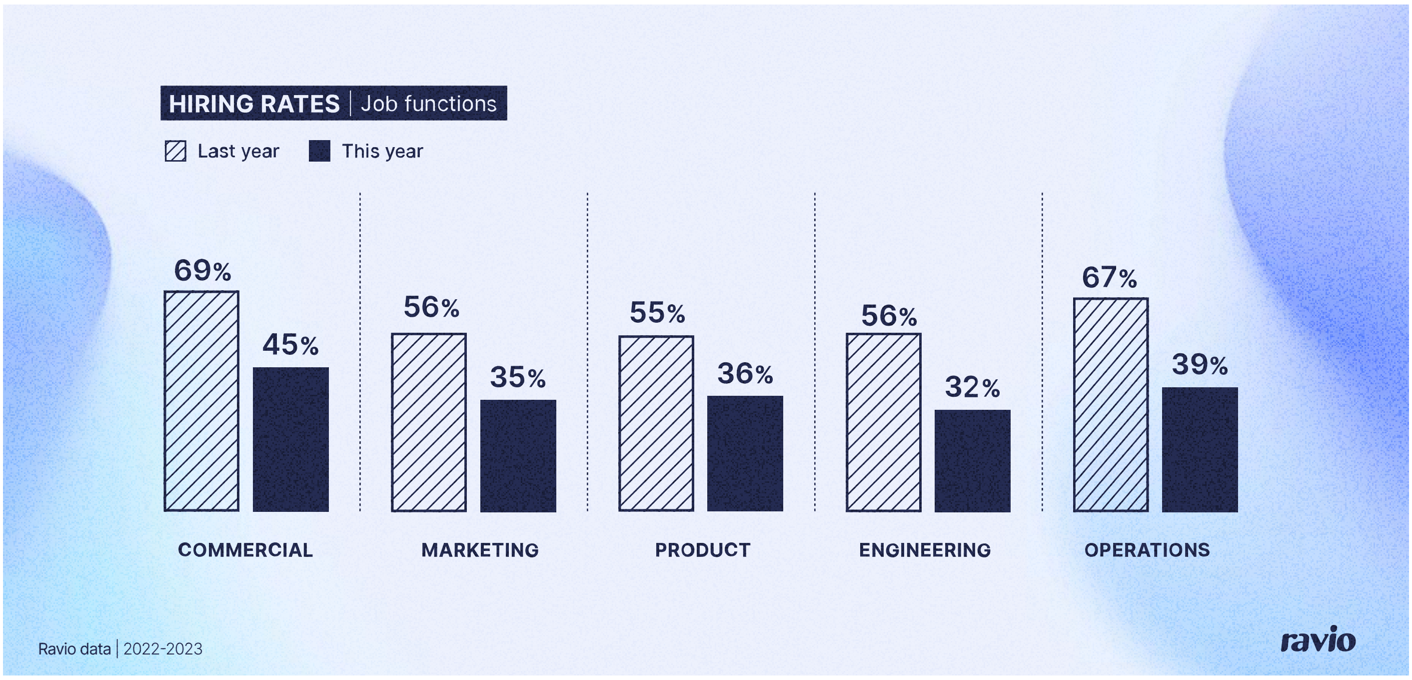
New hires

Hiring rates: are companies hiring new employees?

The overall new hire rate has significantly decreased from 60% last year to 37% this year. This hiring decrease is consistent across all funding stages, but late stage companies have seen a particularly large decrease, with the hiring rate halving this year compared to last. This is likely due to the decrease in public market valuations and the almost-closed IPO window we've seen in 2023 – drying up funding options for late stage companies, and therefore impacting their hiring and growth.



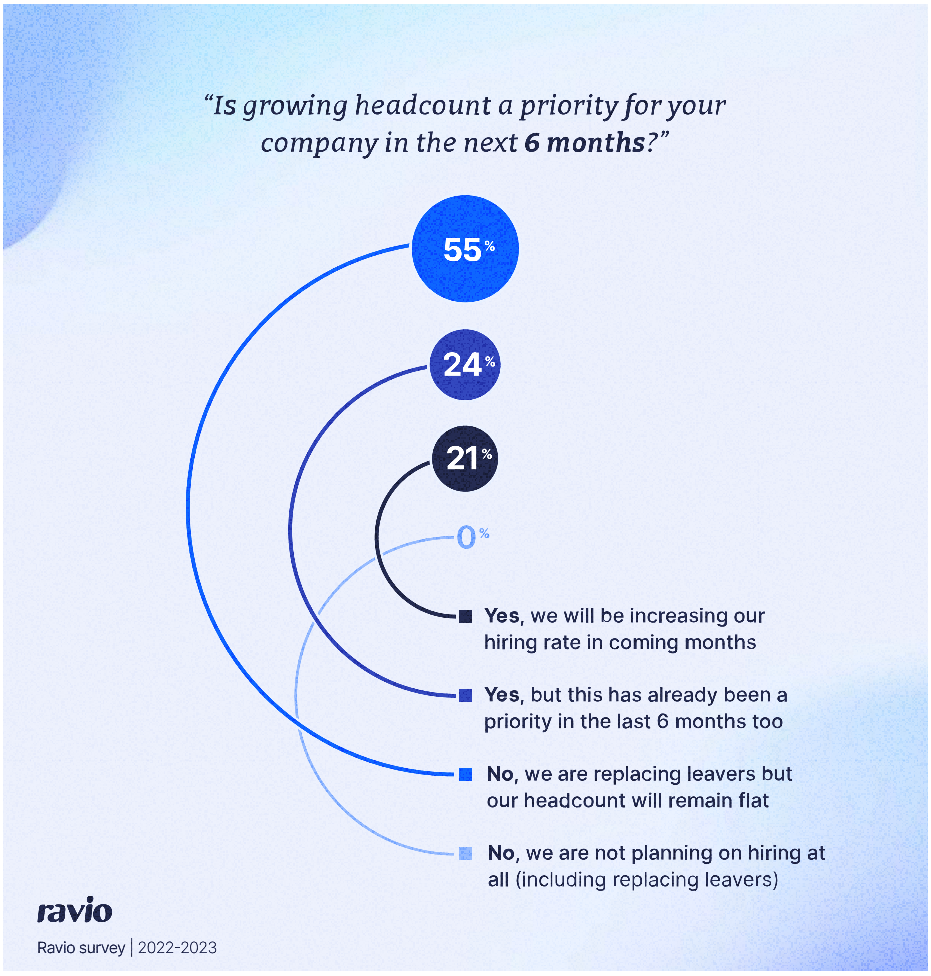
There is some variance across job families, with commercial roles (sales, account management) currently the highest in demand and engineering the lowest. This is likely a result of companies doubling down on their core topline growth in a tough funding environment, rather than focusing on new product initiatives.

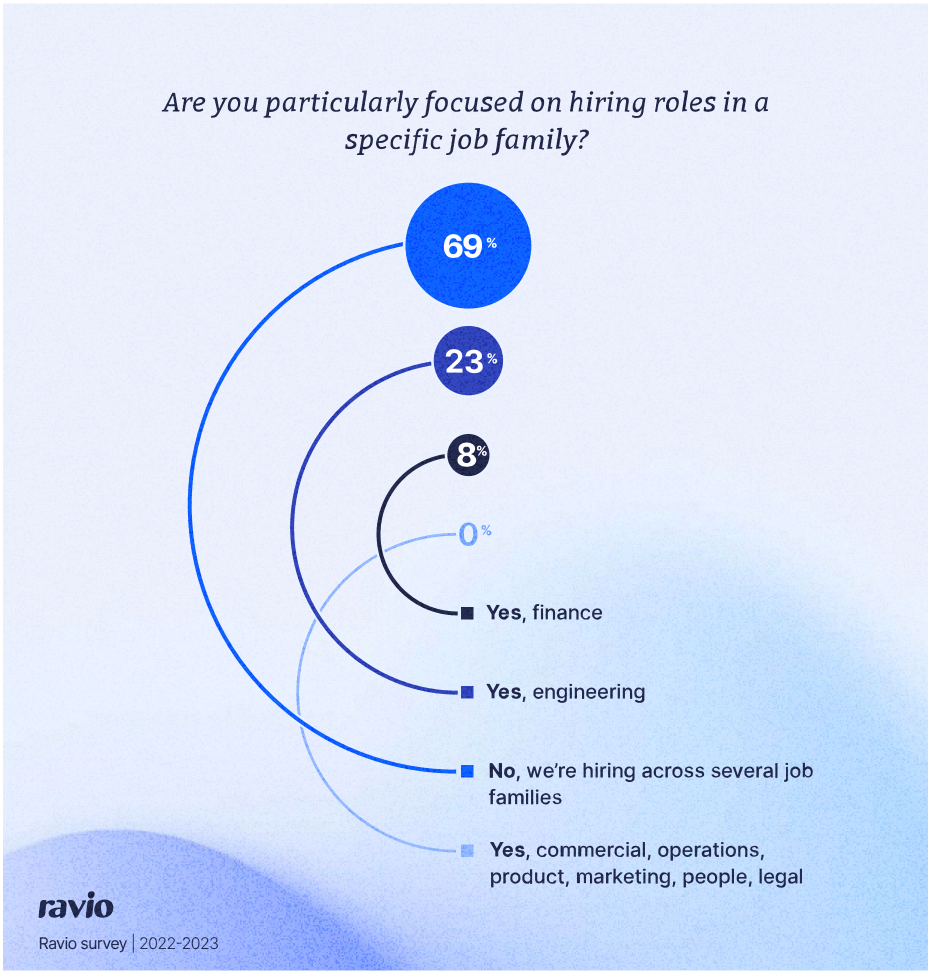


The next 6 months: survey

Only 44.8% of companies plan to grow their headcount in the coming 6 months. Of these companies, there is a fairly even split between companies that intend to actively accelerate hiring and those that will keep hiring constant with the levels in the last 6 months.

Interestingly, early stage companies (pre-seed or seed funding) are less likely to be prioritising new hires in the next 6 months – 67% of respondents at early stage companies said they are only replacing leavers.





Amongst those companies that are hiring in the next 6 months, engineering is the most-cited individual job family that companies are looking for new hires in.

This is to be expected, as engineering is the biggest job family overall. But it may also suggest that the hiring rate for engineering roles may pick up again over the next 6 months – and we'll be able to take a look at this comparison in our next report.

The next 6 months: survey

The focus on new hires largely depends on growth plans, with many companies expressing the need to scale their team to reach ambitious revenue and growth goals – particularly those currently in the growth stage (series A/B):

> *"There's a lack of resource in our existing team to deliver on our product roadmap."*

> *"We're developing our product, so we're scaling up operations too."*

> *"We're growing the company in multiple locations across the world at the same time."*

On the other hand, for companies that aren't planning to increase their hiring there's a focus on maintaining the existing team set up through employee retention activities and by committing to replace any roles that do leave the company.

This theme runs throughout companies at all funding stages, but with slightly different reasoning. For instance, for growth stage companies (series A/B) it's all about 'stabilising' before the next phase of growth:

> *"We want to stabilise the current team before adding new members."*

> *"Stabilising and getting ready for next growth in 2024."*

And for late stage companies (series C and beyond) the phrase 'slow and steady growth' was a regular:

> *"We're focused on slow and steady growth."*

> *"We generally have a slow and steady growth and hire where needed to have the necessary people in place to fulfil our mission."*

We do also see acknowledgement of the wider economic situation when it comes to hiring plans too, with companies across all funding stages citing the "difficult economic environment" and the need to "manage costs".

Case study | Making ‘smart scaling’ the priority at Tennders

Tennders

Headcount	<100
Funding Stage	Series A
HQ Location	Barcelona
Work style	Hybrid

One of those growth stage companies prioritising stability over rapid hiring this year is Tennders. We spoke to Mor Ridner, Chief People Officer about why this is the case and what stability looks like for their team.

Tennders is currently in the middle of a series A fundraising round – a tough process in the difficult VC investment environment of 2023 – and so simply don’t have huge budgets for hiring right now.

Alongside this, the company’s founders have also made a conscious decision to focus on ‘smart scaling’, aiming for a slow and steady growth trajectory rather than cycles of aggressive hiring.

“At Tennders we’ve made a conscious effort to avoid the cycles of high volume hiring followed by layoffs, which have become somewhat of a norm in different start ups. Instead, we’re aiming for slow, steady, sustainable growth. At the moment my priority is to stabilise our current team and culture, retain top performers, and set everyone up for success when the time comes for headcount growth.”

- Mor Ridner, Chief People Officer

As part of this, rather than focusing on new hires, a current priority is to set the existing team up for success, particularly in terms of the company’s management structure. They know that they will need to introduce a layer of middle management once the team does start to grow again after the fundraising round is complete, and they want to be prepared for this, with a focus on:

Career progression pathways

Understanding which existing employees are a good fit to progress into a management role, and the support that they would need to achieve this.

Manager guidelines

Defining what a ‘good manager’ looks like at Tennders and setting guidelines and policies around this. This is of particular importance because difficult relationships with managers are a common reason for employees leaving a company.

Leadership coaching

Establishing leadership and management development training for the team, particularly a coaching opportunity.

Of course, with a focus on stabilising the existing team, employee retention is also vital – and Tennders remains committed to replacing any leavers to keep their team’s headcount stable too. For Mor, retention relies on a mixture of two things:

Fair pay

There are limited budgets for salary increases today and so this currently means ensuring that managers have clarity on future plans for pay increases once the fundraising round is complete and feel confident communicating this to their team members – especially high performers, who will be the priority for retention.

A great company culture

Whilst budget is currently out of their control, they can ensure that the company is a great place to work – with flexible working, supportive colleagues, exciting projects, and a start up environment a few of the key reasons that team members see Tennders as an attractive employer.

Salary benchmarks: what is a competitive new hire salary today?

For this section we'll compare what a median salary currently looks like at two different job levels – these are from the Ravio level framework, but are commonly used:

- **P3 Established Professional** – has in-depth knowledge of their discipline, works independently with minimal guidance, and has a moderate impact on the success of their discipline.

- **M3 Senior Manager** – provides leadership to other managers, and is accountable for the results of a team.

We'll cover three example job families: Software Engineering, Product Management, and Direct Sales. If you're interested in a specific job family outside of this, you can find this via Ravio.

Implementing a best practice level framework

Job levels are the structure and rationale for how specific job positions fit into a company's departments or functions and into the overall hierarchy of the organisation – to learn more

Go to our explainer article >

Ravio's level framework

At Ravio we've built our own level framework, including the P3 Established Professional and M3 Senior Manager referenced in this section of the report.

Our level framework is designed to:

- Be universal, synthesising the most common approaches into an effective structure
- Be easy to understand and as objective as possible
- Work for small and large companies alike, with enough levels to grow with your company.

Every company we work with has their employees mapped against this framework by our expert team, enabling us to offer accurate and comparable compensation benchmarking.

Many of the companies we work with choose to adopt the framework for their own internal use – so if you're currently on the lookout for a template level framework, this could be your answer!

Executive/Management	Professional	Support
E3 C-Level		
E2 SVP		
E1 VP		
M5 Snr Director		
M4 Director	P6 Expert	
M3 Snr Manager	P5 Specialist	
M2 Manager	P4 Advanced	
M1 Supervisor	P3 Established	
	P2 Developing	S4 Lead
	P1 Entry	S3 Senior
		S2 Intermediate
		S1 Entry

Software Engineering

P3 Software Engineer

For a **P3 Software Engineer** (IC, established), the median salary in the UK is currently £63,500 (£66,100 in London).

Of course, there is some variance in the median salary across European countries. Most notably, the salary is significantly lower in Sweden (where the median salary is 14% lower than the UK) and Spain (17% lower).

Salaries do also increase as a company grows through the funding stages – as we can see with the median base salary for a P3 software engineer in the UK:

Early stage	£60,900
Growth stage	£64,600
Late stage	£67,600

M3 Software Engineer

For an **M3 Software Engineer** (Senior Manager), the median salary in the UK is currently £108,700 (£113,700 in London).

In terms of variance across Europe, at this higher M3 level there is a slightly bigger range of median salaries across countries. Spain and Sweden are again consistently lower than elsewhere, with the lowest median salary being Sweden, at 32% lower than the UK.

The salary for an M3 Software Engineer in the UK increases more rapidly as companies scale up – with the median salary at a late stage tech company 21% more than at an early stage company for this M3 level, compared to 11% higher at P3.

Early stage	£96,900
Growth stage	£105,900
Late stage	£117,100

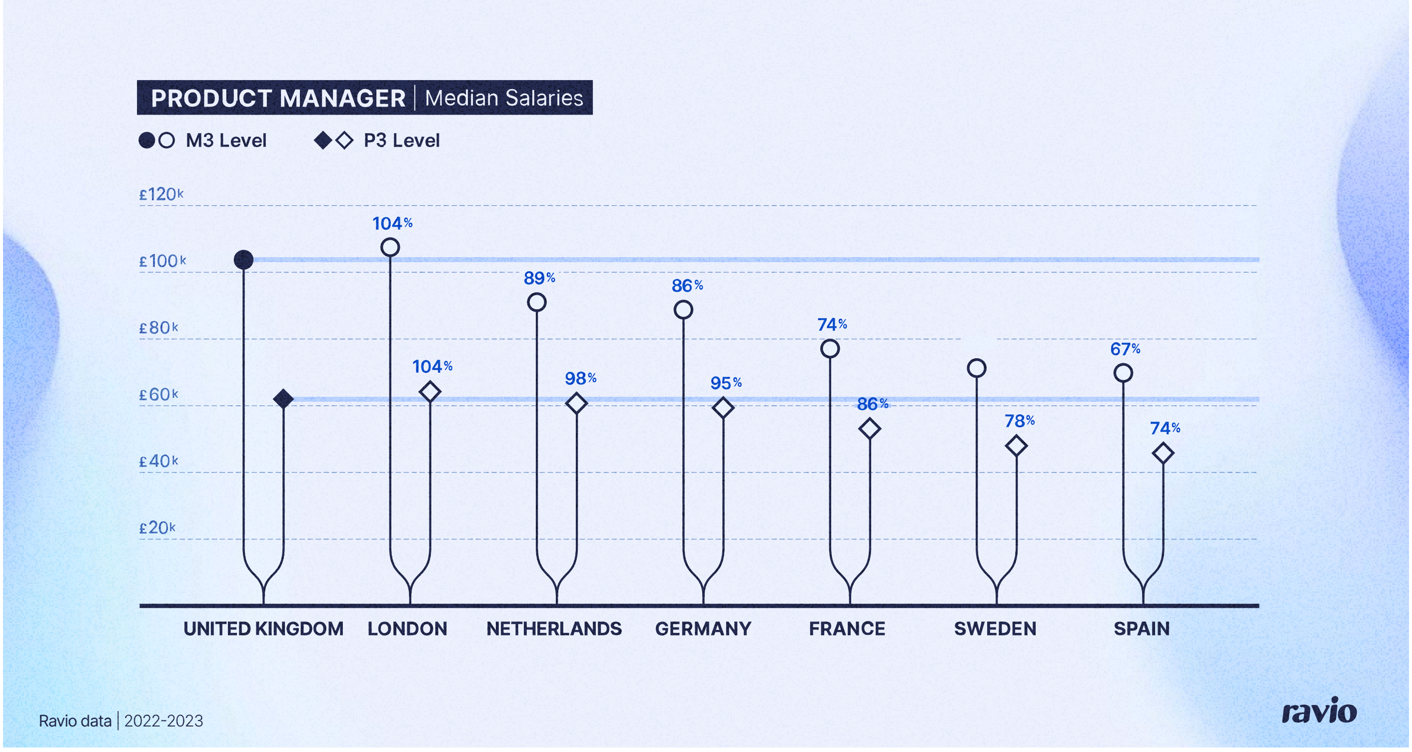
Salary trends across Europe

There has been no significant change in median salaries for Software Engineering in the past year.

Hiring trends

Hiring for Software Engineering roles is down by approximately 40% across Europe.

Product Management



P3 Product Management

For a **P3 Product Manager** (IC, established), the median salary in the UK is currently £61,900 (£64,200 in London).

The median salary varies slightly less across Europe than for both of the Software Engineering job levels.

The median salary for a P3 Product Manager changes depending on company stage. The median salary at a late stage company is 10% higher than at an early stage company – very similar to the 11% we saw with a P3 Software Engineer.

Early stage	£60,100
Growth stage	£63,100
Late stage	£66,100

M3 Product Management

For an **M3 Product Manager** (Senior Manager), the median salary in the UK is currently £103,700 (£107,500 in London).

We see a similar spread across different countries in Europe for the median salary of an M3 Product Manager – again with a slightly larger range of salaries than at a P3 level.

The median salary for an M3 Product Manager is 20% higher at a late stage than an early stage start up – again a very similar variance that we saw at the same job level in Software Engineering, where the late stage salary was 21% higher.

Early stage	£91,700
Growth stage	£101,200
Late stage	£110,000

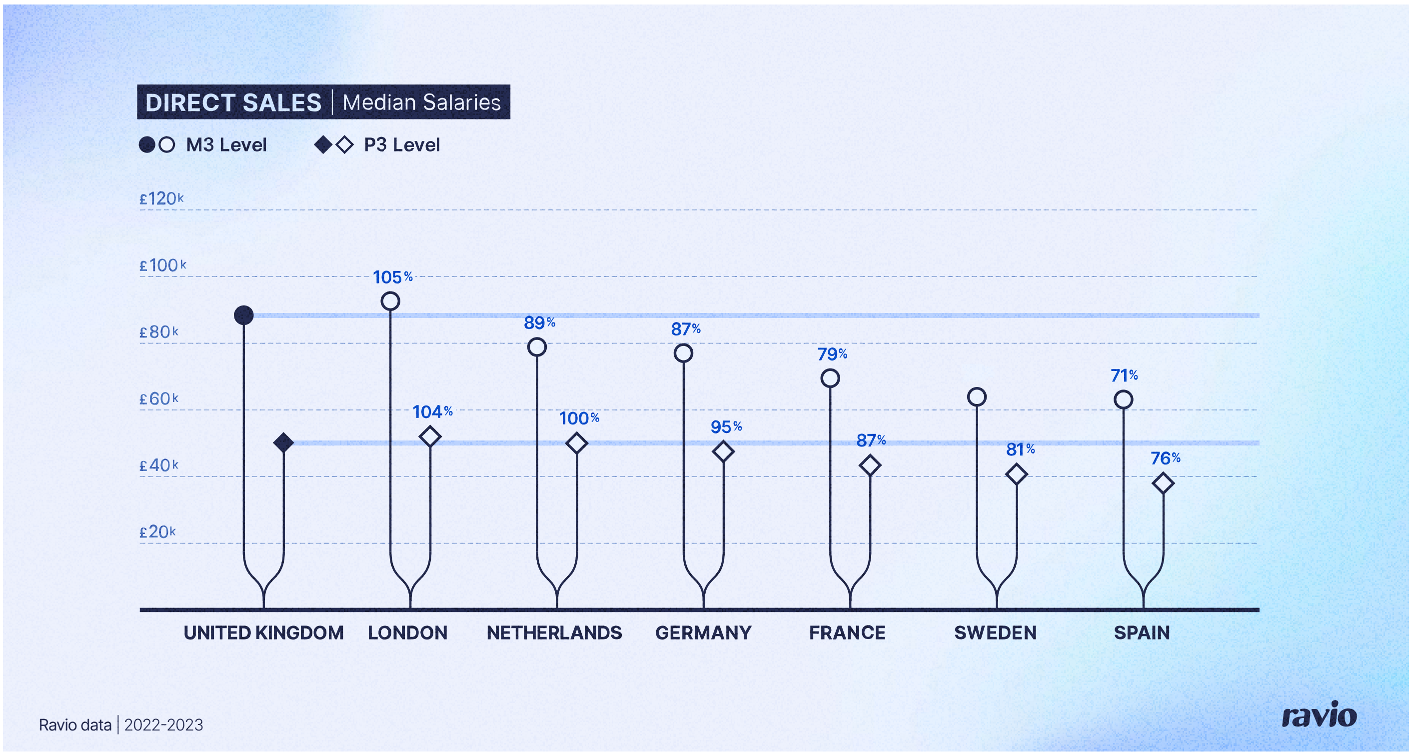
Salary trends across Europe

There has been no significant change in median salaries for Product Management in the past year.

Hiring trends

Hiring is down by approximately 60% across most of Europe – though there has been less decline in Germany, where hiring for Product Management roles is down by only 40%.

Direct Sales



P3 Direct Sales

For a **P3 in Direct Sales** (IC, established), the median salary in the UK is currently £50,100 (£52,000 in London) – though of course it's worth noting that it's very common for sales roles to have a commission or incentive structure on top of this base salary.

Interestingly, we see a significantly smaller range across different countries in Europe. Sweden and Spain remain consistently on the lower end of pay, but here they are, respectively, 81% and 76% of the UK median salary – compared to, for instance, 76% and 73% of the UK median salary for a P3 software engineer.

This highlights the importance of salary benchmarking across specific locations if you have employees working in different places – read about potential ways to approach this in our article on location-based compensation.

There's also less difference between the median salary for a P3 Direct Sales across companies at different funding stages – the salary at a late stage company is only 7% higher than that of an early stage company.

Early stage	£49,000
Growth stage	£51,400
Late stage	£52,500

M3 Direct Sales

For an **M3 in Direct Sales** (Senior Manager), the median salary in the UK is currently £88,400 (£92,600 in London).

Again, at this higher level of Direct Sales, we see slightly less variance in salary across Europe. The lowest salary is in Spain, where the median salary is 71% of the UK, compared to the M3 Product Manager where the lowest salary is 67% of the UK and the M3 Software Engineer where the lowest salary is 68% of the UK.

The median salary for an M3 Direct Sales at a late stage company is 121% of the median salary at an early stage company – which is consistent with the variance across funding stages for the M3 Product Management and M3 Software Engineering.

Early stage	£77,800
Growth stage	£87,000
Late stage	£94,000

Salary trends across Europe

In the past year there has been a slight (but statistically significant) decrease in the median salary for the Direct Sales job family as a whole.

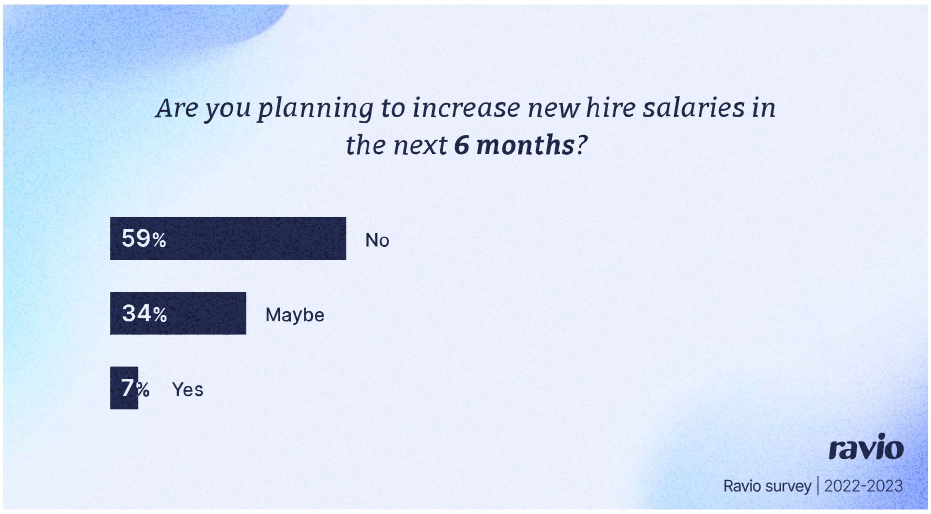
This is due to a shift in hiring: an increase in employees hired at lower levels within Direct Sales and a decrease in mid-level hires – leading to an decrease in salary overall, whereas, at the individual job levels in direct sales there hasn't been a significant change.

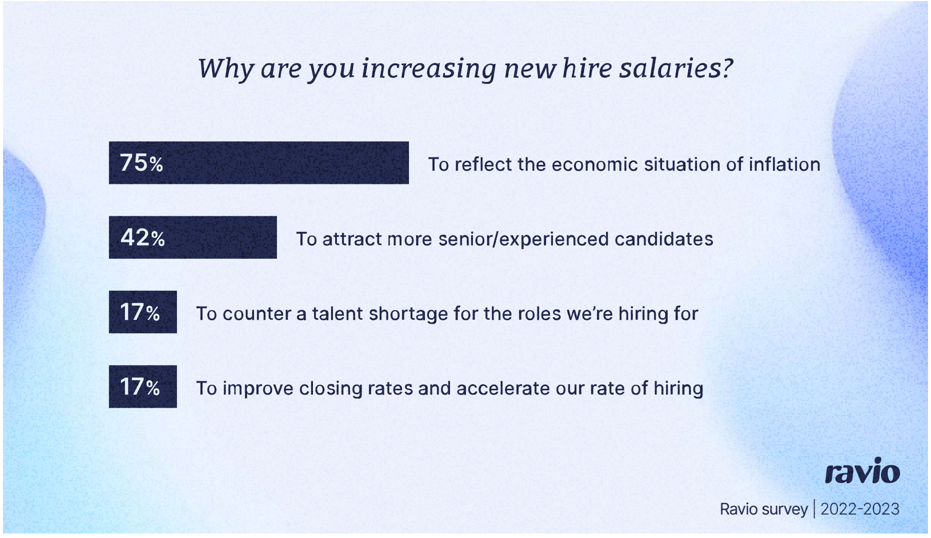
Hiring trends

Hiring for Direct Sales is also down this year, by 40-50% across Europe.

The next 6 months: survey

59% of companies are not planning to increase new hire salaries in the next 6 months – even though we still see inflation of 4.9% across Europe.





Within companies that are planning to increase new hire salaries, by far the most common reason was to keep up with inflation, followed by attracting more senior candidates.

Gender pay gap

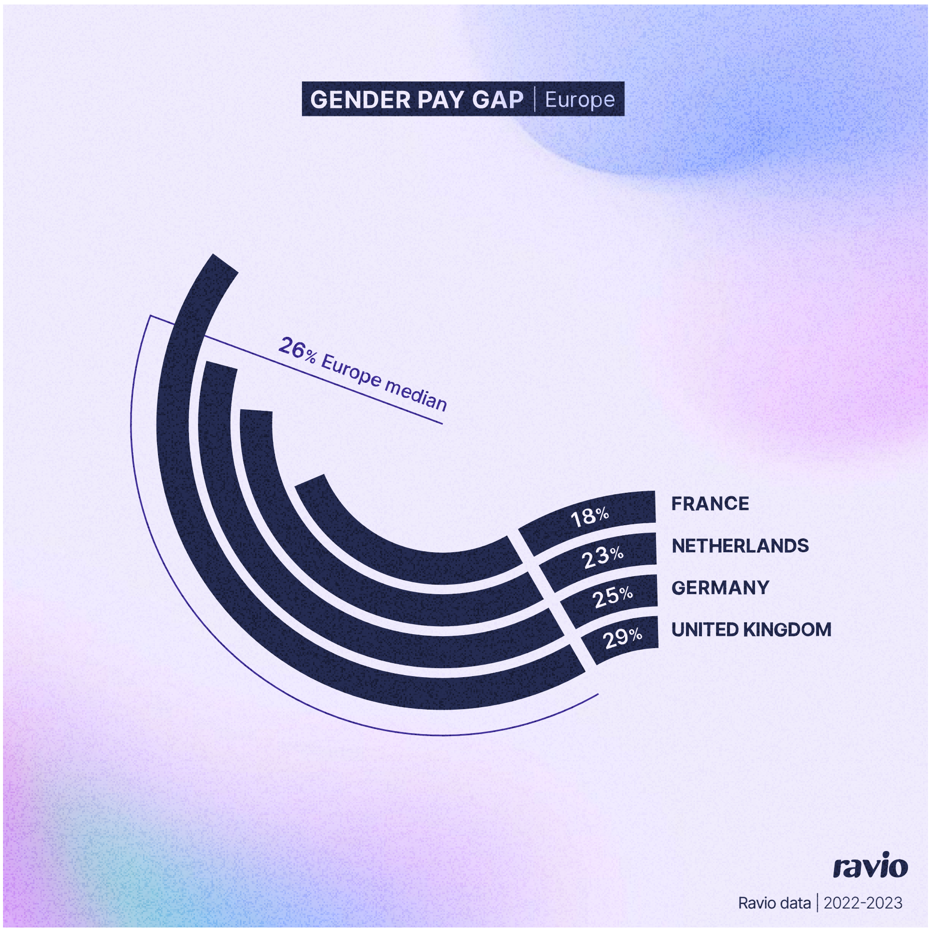
How does gender impact salary?

The equality of salaries between men and women is also under increasing scrutiny and is becoming a key factor in the competitiveness of pay – especially with upcoming legislation like the EU Pay Transparency Directive.

Overall in the Europe-wide market there is a 26% gender pay gap (unadjusted, median). There is some variance across countries, as can be seen here.

Alongside the gender pay gap, it's also important to understand the proportion of women within companies. Overall, European tech companies have a headcount mix of 60% men and 40% women.

But, this changes significantly across job tracks – with the proportion of women decreasing as the level increases, as we can see in the table below.



Job track	Proportion of women	Gender pay gap
Executive	19%	0%
Manager	35%	17%
Professional	41%	22%
Support	61%	2%

Understanding gender pay gap calculations

For an overview of how the gender pay gap is calculated, and what we mean by the 'median' gender pay gap or the 'unadjusted' gender pay gap:

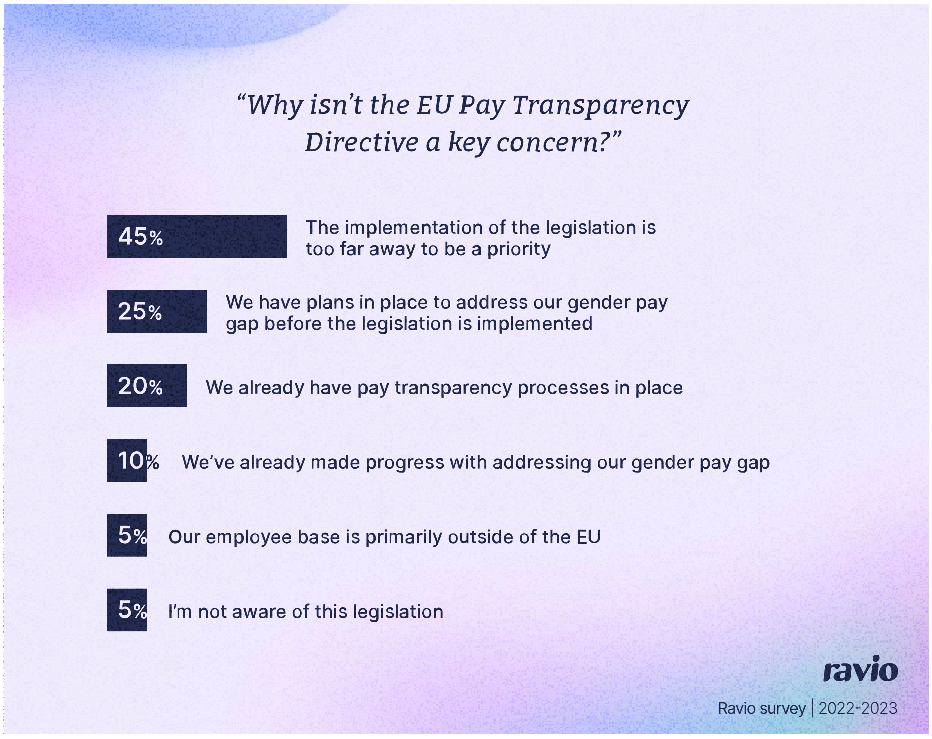
Go to our explainer article >

The next 6 months: survey

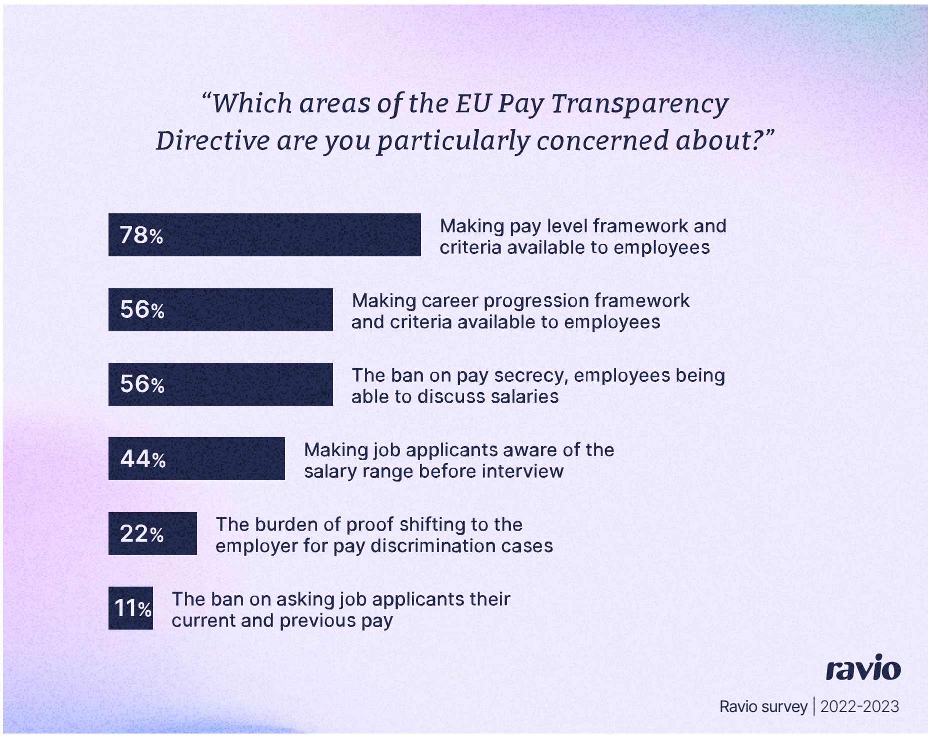
The adoption of the EU Pay Transparency Directive means that stricter legislation on pay transparency and gender pay gap reporting is being rolled out across EU countries by 2026, with an aim to ensure equal pay across men and women.

We asked people leaders whether this was a pressing concern, and the majority said no – **69% of respondents**.

When asked why, 45% said that the implementation of the legislation is too far away for it to be a priority. The next most common response was that 20% of companies are already addressing their pay transparency and gender pay gap, and so aren't concerned about the changes.



And for those that are concerned, the no.1 area of concern is the need to make pay levels and career progression frameworks available to employees as part of the changes in pay transparency.



The EU Pay Transparency Directive has wide-reaching implications for people teams, including changes to:

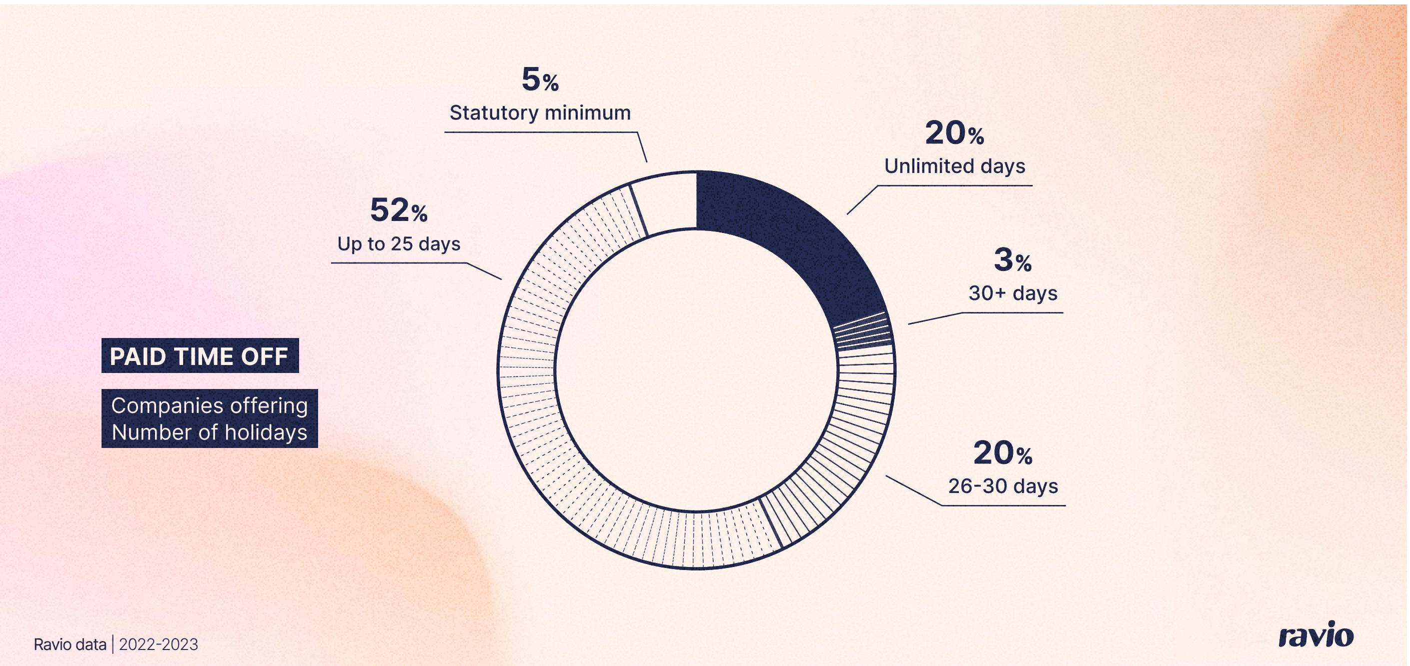
- Gender pay gap reporting →
- The hiring and interview process →
- Communicating pay and career progression to employees →

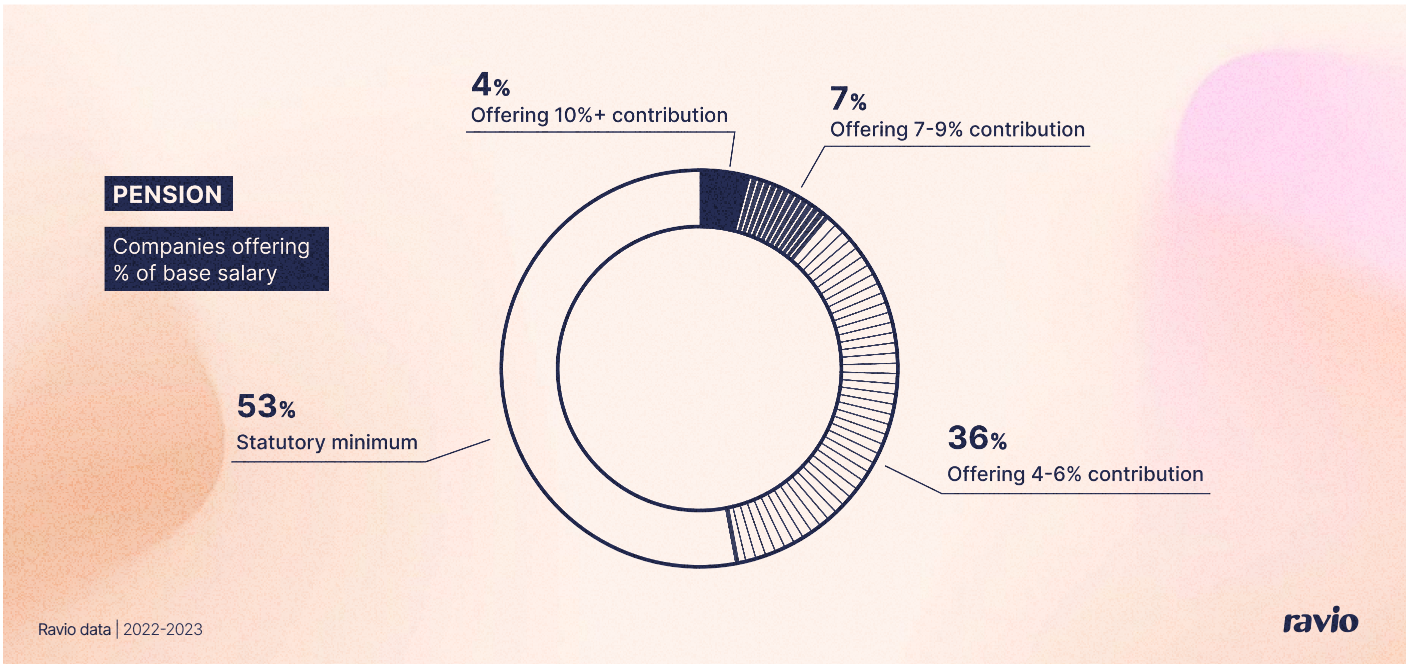
Total compensation

What benefits are companies including in compensation packages today?

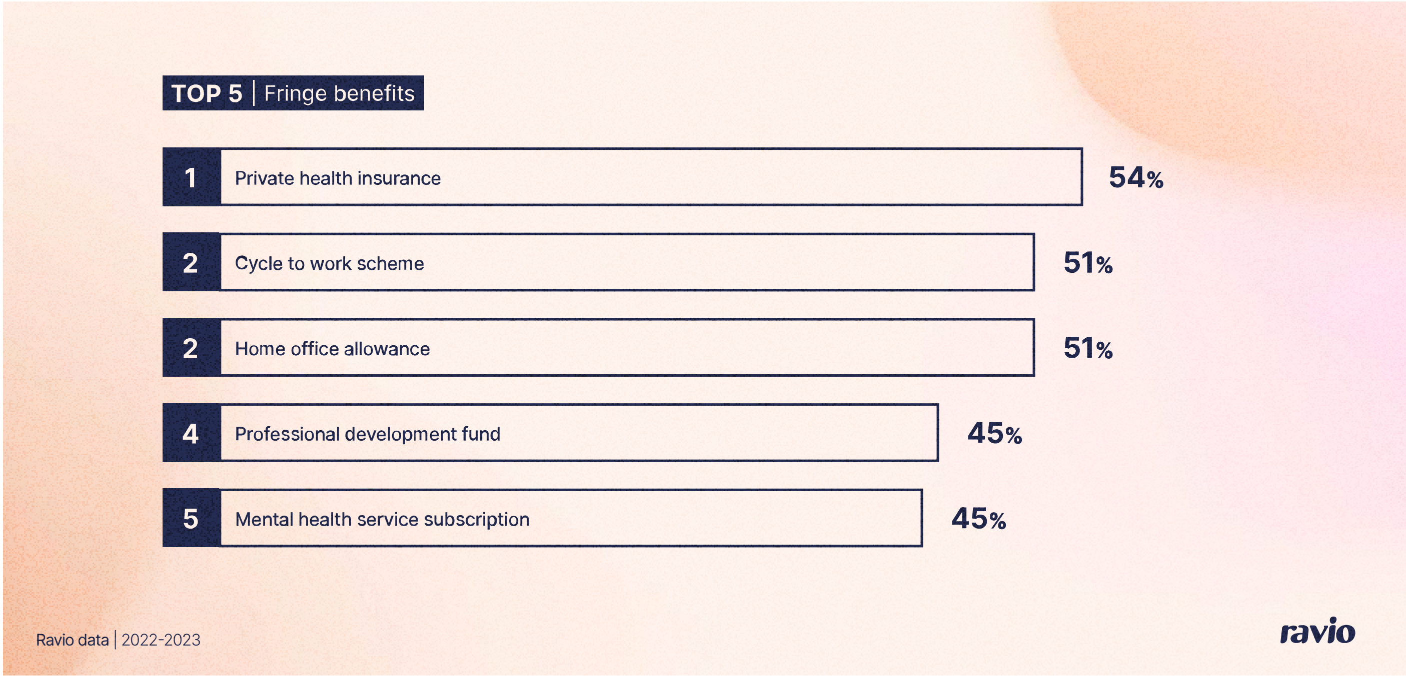
It's common for companies to offer above the statutory minimum for various core benefits for employees. Notably, many companies are now adopting unlimited holidays (20% of companies) and unlimited sick leave (35% of companies) rather than specifying a number of days.

All data in this 'total compensation' section is for UK companies only. To see the breakdown for other countries in Europe, sign up to Ravio or login to your account.



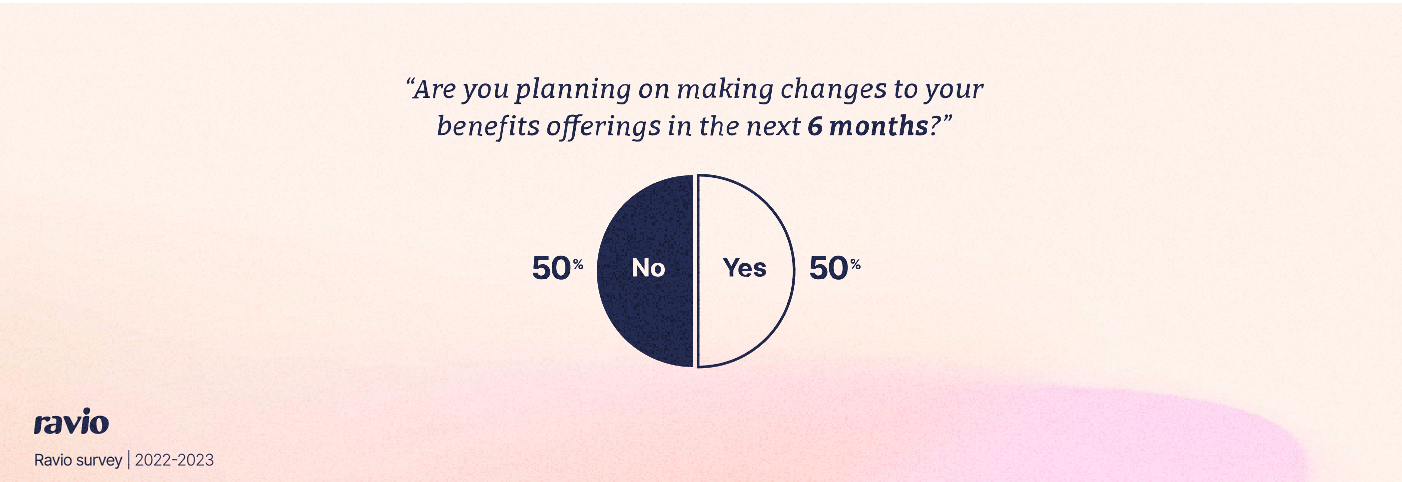


In addition to these core benefits, the top 5 fringe benefits that companies currently offer are:



The next 6 months: survey

There's an even split of companies that will and won't be making changes to their benefits offerings in the next 6 months – 50% of survey respondents said yes, 50% said no.



For companies that are planning to add new employee benefits to their compensation packages the most common areas are: health and wellbeing, flexible holidays, commuting costs, and learning and development.

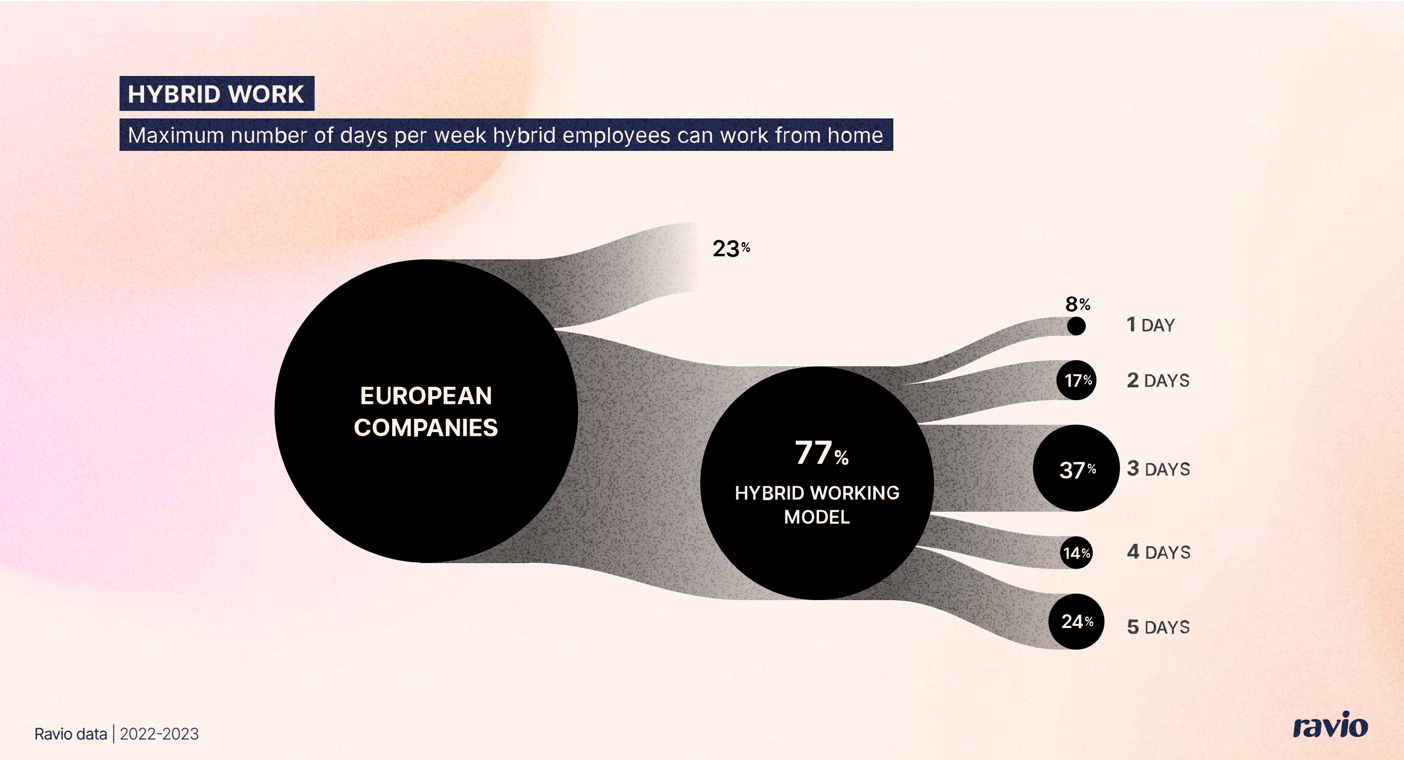
When asked why they were planning to make changes to the overall benefits package, it's clear that benefits are crucial for both attracting new hires – with repeated language of 'staying an attractive employer' 'to make it more attractive' – and for retaining existing employees – 'it's what our employees want' 'to better reflect current staff' 'more in line with employee expectations'.

Are flexible working models still here to stay?

Whilst 'return-to-office' mandates have hit the headlines in recent months for large tech companies like Zoom, Amazon, TikTok, and Grindr, this doesn't seem to be the case in the world of start ups and scale ups – 77% of companies have a hybrid working model.

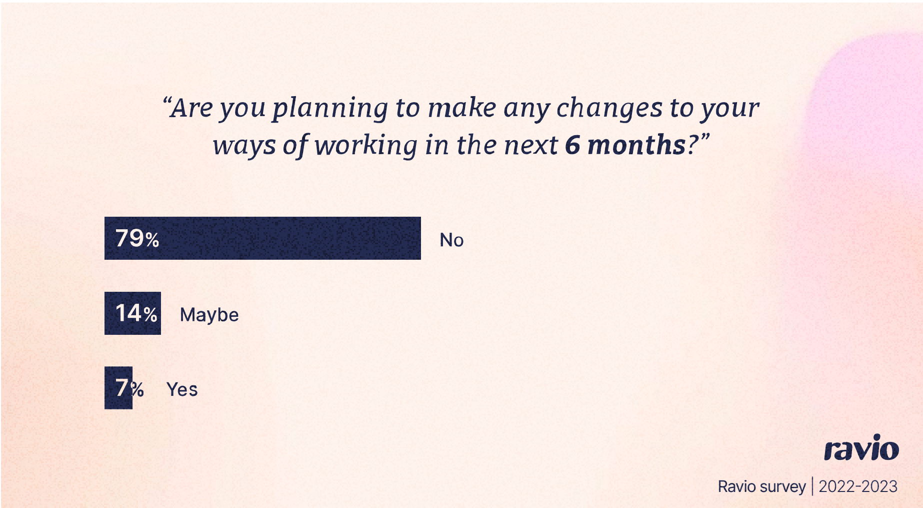
And for those companies with a hybrid working model, it's most common for employees to be able to work from home for 3 days per week.

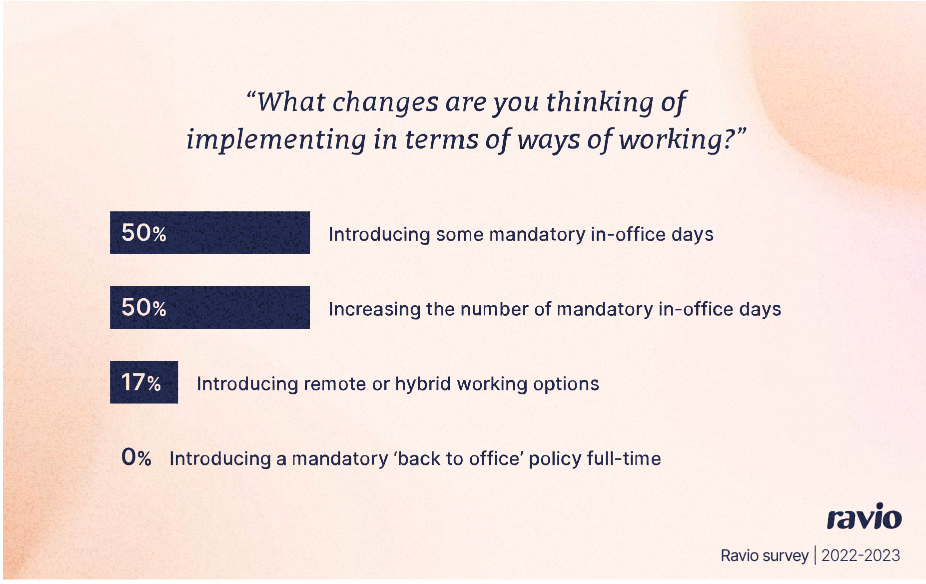
When it comes to location-based pay, there's a roughly even split between companies that localise salaries for employees working remotely, and those that don't.



The next 6 months: survey

The majority of companies don't plan to change their ways of working (in office, remote, hybrid) in the next 6 months – 79% of respondents are keeping their current mix.

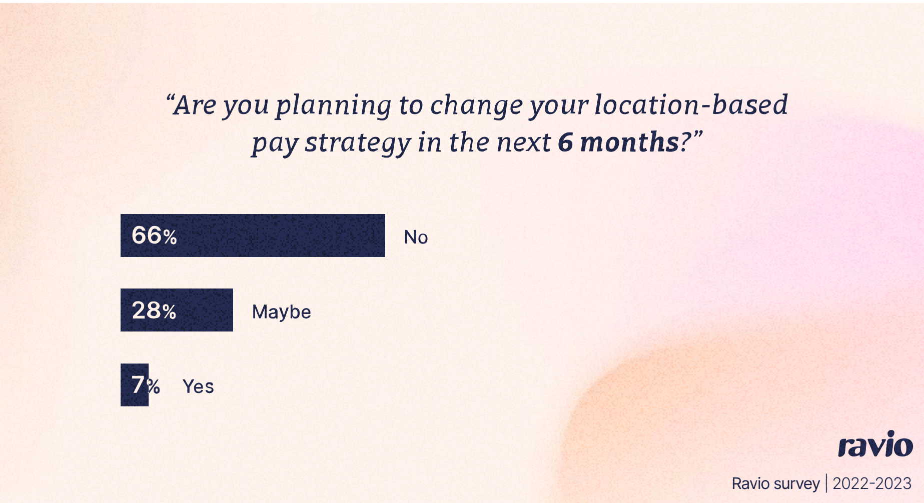




The companies that are planning to make changes are largely focused on either introducing or increasing the number of mandatory in-office days over the next 6 months.

For these companies that are introducing more in-office days, the focus is on improving collaboration and relationship-building amongst employees, with respondents highlighting the need for: "connection", "connection and collaboration", "team bonding", "fostering work relationships."

When asked about their location-based pay strategy (i.e. whether employee salaries are adjusted to reflect their location of work, and if so how this is done) responses varied, but the majority of survey respondents (52%) said that they currently localise all employee salaries based on market data for the location the employee works from.



Most companies are not planning to make any changes to their current location-based pay strategy in the next 6 months.

The next 6 months: survey

For those companies that are planning to make changes, most currently don't localise salaries and are considering doing so – so perhaps we will see an increase in the number of companies with salaries adjusted depending on employee location in the coming months.

There are a mix of reasons that companies cite for introducing localised pay.

For some companies, it will result in reduced payroll costs:

> *"We're considering looking more at location based just to save costs."*

For others, the focus is on increasing compensation fairness across all employees:

> *"It enables us to reflect the actual market where we're competing for talent, preventing us from over or underpaying employees."*

> *"Salaries can really differ looking at locations – which is why we also look at other factors like costs of living."*

And for yet others, it's about attracting talent in specific locations:

> *"We believe local salaries will help us to compete in the local market."*

> *"To attract the right talent in that market – it's crucial for the business."*

3 approaches to location-based pay

For an overview of the 3 most common approaches to location-based pay, and the pros and cons of each:

Go to our explainer article >

Employee experience

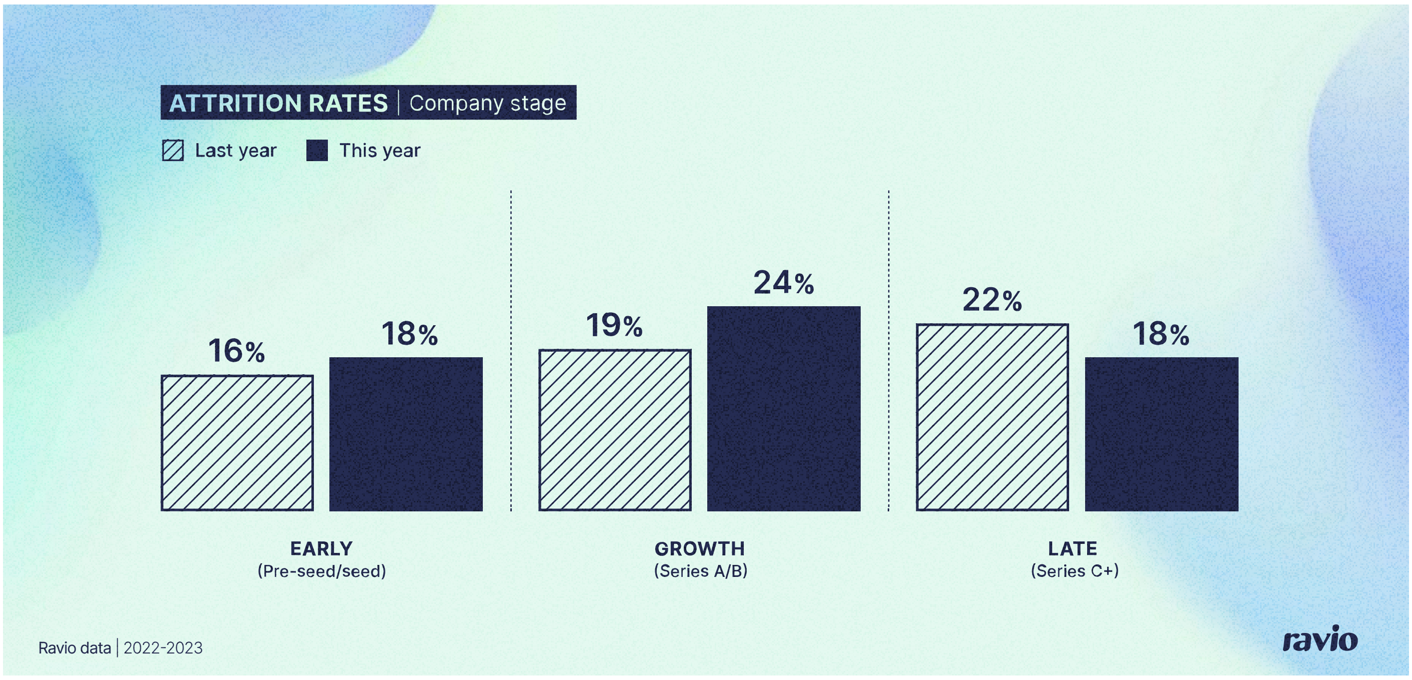
Attrition rates: are employees moving roles?

The overall rate of attrition for existing employees has stayed fairly consistent.

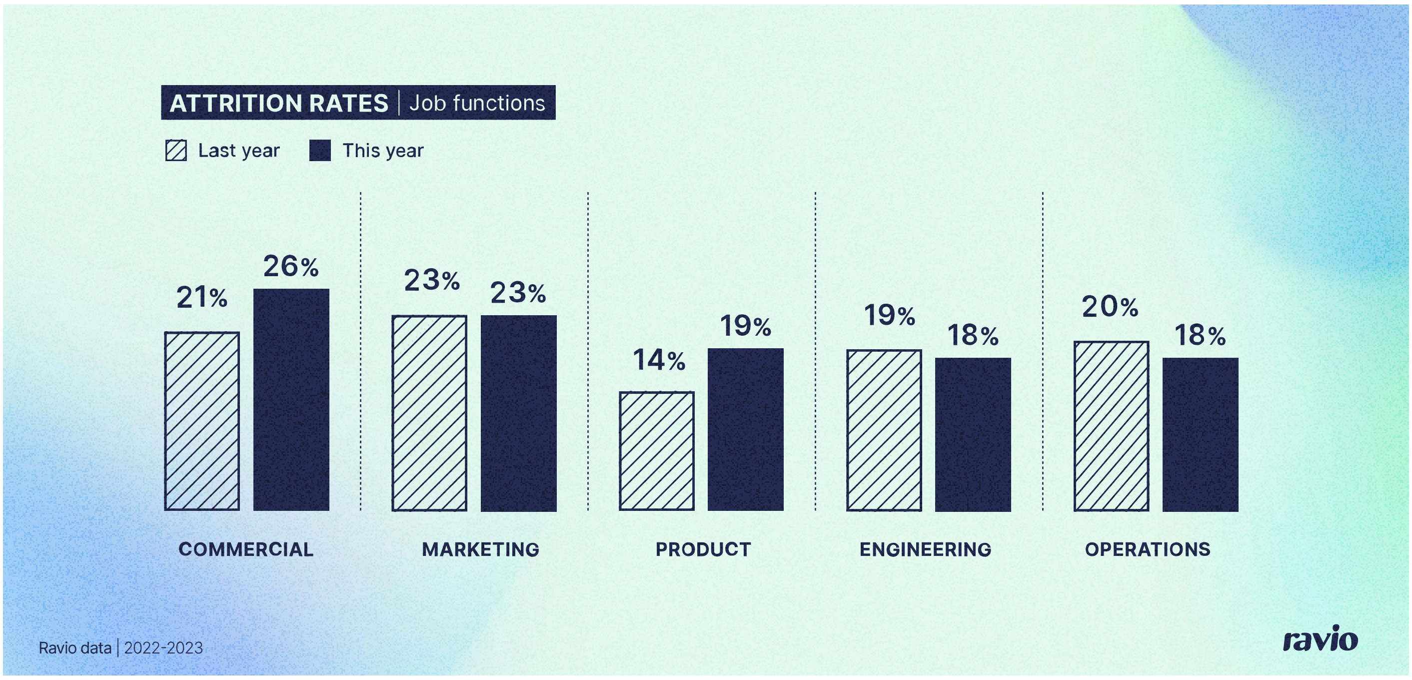
Attrition this year	**22%**
Attrition last year	**20%**

Attrition rates do vary depending on the funding stage of companies – this year we're seeing the highest rates of attrition at growth stage companies.

Interestingly, we can also see that the attrition rate has slightly improved at late stage companies (i.e. there are less leavers this year vs last), whereas it has worsened at both early and (particularly) growth stage companies.



There's also some variance across job families – we're seeing a higher number than usual of employees in commercial roles changing roles this year, which also aligns with the commercial job family having the highest hiring rates too.



How long do employees typically stay in a role?

The median tenure for an employee at a European tech company is currently 1 year and 9 months.

Interestingly, there's significant variance between the engineering and commercial job families. The median tenure for commercial is lower than average at 1 year and 8 months, whereas for engineering it's higher than average at 1 year and 11 months.

The next 6 months: survey

Even though attrition rates have remained relatively stable, attrition is a priority for the majority of people teams in the next 6 months – 78% of survey respondents said it is a priority, compared to 22% who said it isn't.

For companies that are aiming to reduce attrition in the next 6 months there are three common themes in terms of action plans.

Firstly, many companies are planning to improve their learning and development offering to reduce attrition – with common reference to 'upskilling' and 'employee development'.

> *"We plan to develop a growth matrix for each role and offer more training possibilities. Our lowest score in the engagement survey is about learning and development."*

Secondly, companies are also looking to introduce pay transparency processes to aid employee engagement and retention – suggesting that open communication is vital in today's workplace (and this will only become more important when the EU Pay Transparency Directive is in place).

> *"We're making improvements to how we communicate our salary policy and salary process, so employees understand how it works."*

> *"We plan to continue on the path to create pay transparency within the company."*

And finally, the importance of regular salary reviews to remain competitive within the market is clear too, with several companies citing the need to conduct a 'company wide pay review' or 'pay review using benchmarking data' and to 'improve salaries where possible' to avoid losing employees to other opportunities.

> *"We need to make sure our salaries are levelled, and that they're market accurate – hopefully a bit above market. We will also work on a more set structure for salary increases too."*

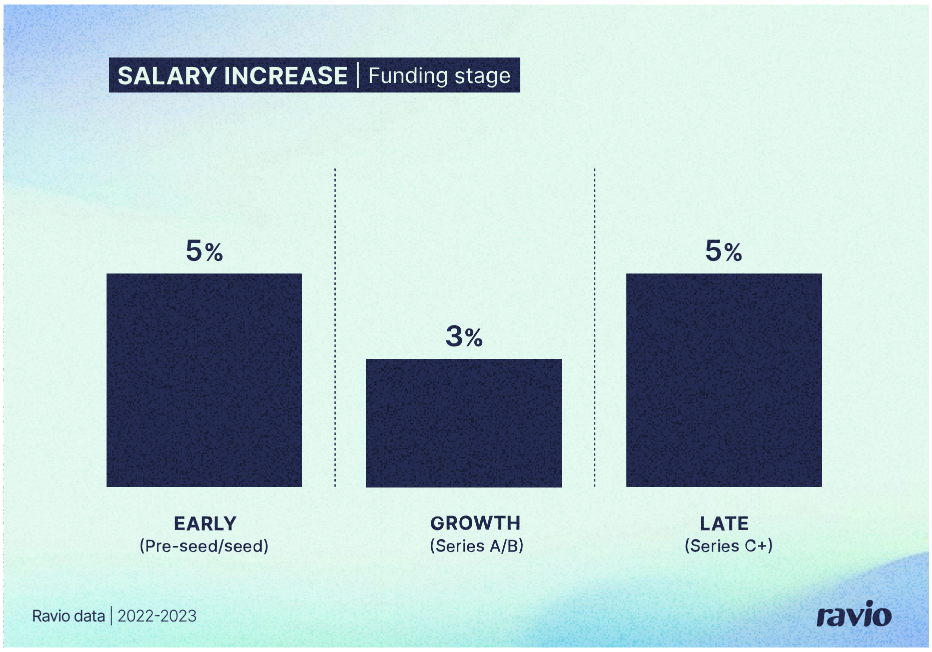
Pay progression: how do companies like mine approach salary increases for employees?

Annual increases in pay have declined in the past year.

Pay increase this year	**4.8%**
Pay increase last year	**8%**

However, this still represents a relatively high % increase in salary within Europe's tech start ups and scale ups – for established industries the typical annual salary increase is 2-3%.

Companies in the growth stage have increased their salaries less than those at the early or late stage – perhaps due to a need to keep payroll costs tight as the company scales up their product and revenue for growth.



Country	Inflation rate
United Kingdom	6.7%
Germany	4.3%
France	5.7%
Netherlands	-0.3%
Spain	3.3%
Sweden	3.7%

eurostat

Of course, pay increases are closely linked to the wider economic environment so it's important to put this into context.

According to Eurostat, the official statistical office of the EU, though inflation in Europe remains high, it has reduced over the past year – from 10.9% in September 2022 to 4.9% in September 2023. This may explain why the annual pay increase has also reduced this year.

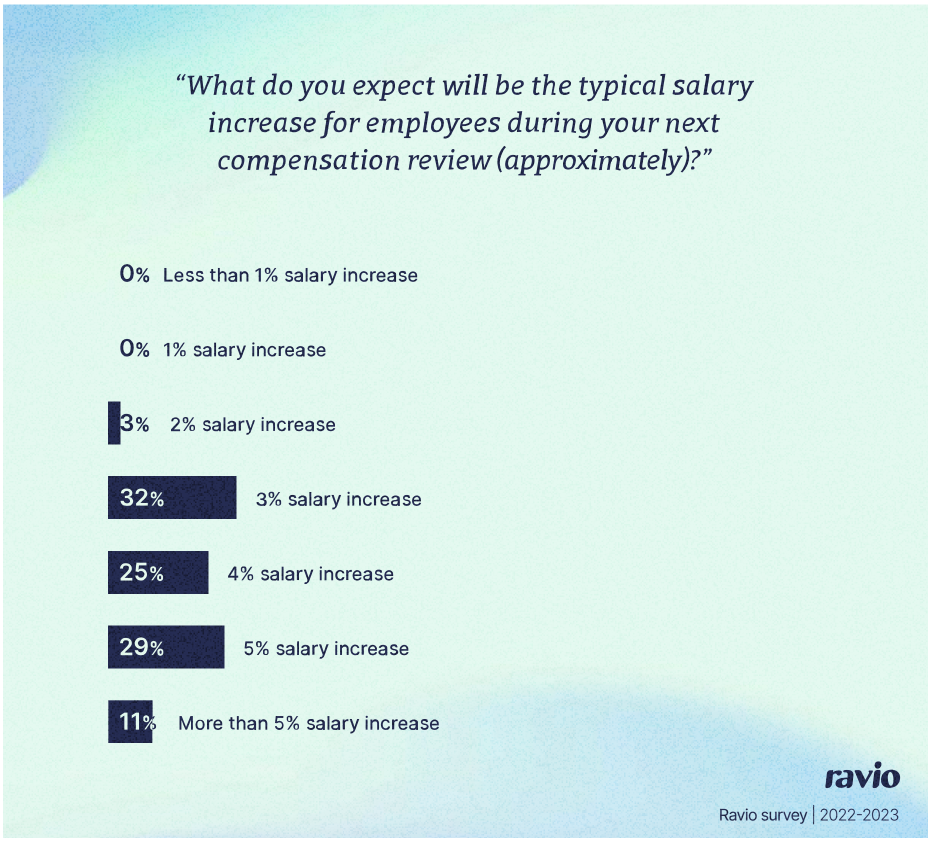
The next 6 months: survey

For many companies, compensation is an important factor in employee retention – though it is notable that for 52% of companies compensation does not seem to be a particularly important factor.

Given that, it makes sense that the vast majority of people teams are planning to increase salaries for existing employees – especially given our data shows that this has stagnated currently.

For most companies, those salary increases are tied to employee performance, but it's also common for companies to increase all salaries annually.

In terms of how much salaries will be increased by, most companies are planning a 3-5% salary increase at the next compensation review – and we'll compare this with the actual salary increases made in our next compensation trends report.



Career progression: how often do companies like mine promote employees?

Typical career progression can be broken down into two key elements: promotions of employees to the next job level and an increase of pay at the point of promotion.

Compared to 2022, promotion rates are down overall.

In the last 12 months:

Average promotion rate for existing employees*	**7.9%**
Median pay increase at promotion	**22.9%**

* A promotion is defined by a minimum 15% pay increase.

How does career progression vary across genders?

Given there is significant disparity between pay for men and women (see page 12), does this promotion rate and pay increase differ across genders too?

Actually, we found that it doesn't – there's no statistically significant difference across genders on promotions and promotion pay increases.

Promotion rates in the last 12 months:

Men	**7.73%**
Women	**8.06%**

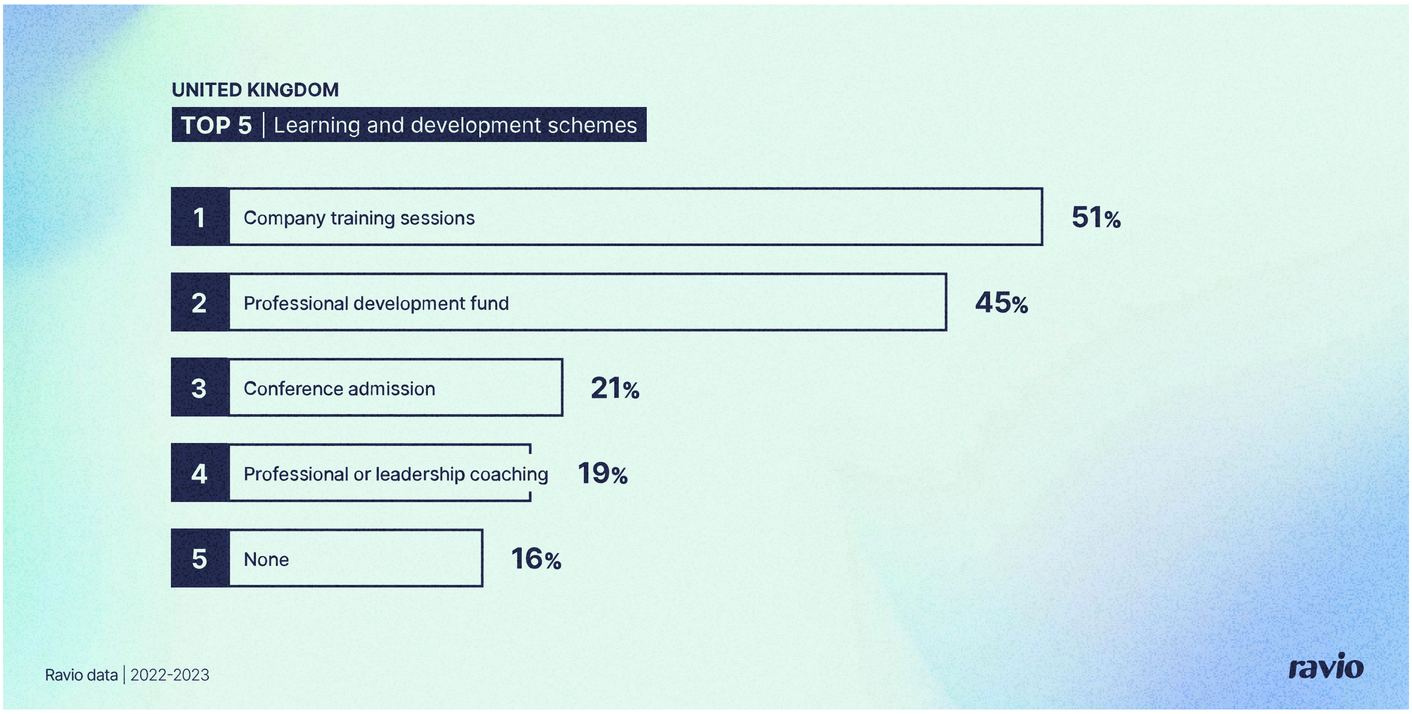
Pay increase at promotion in the last 6 months:

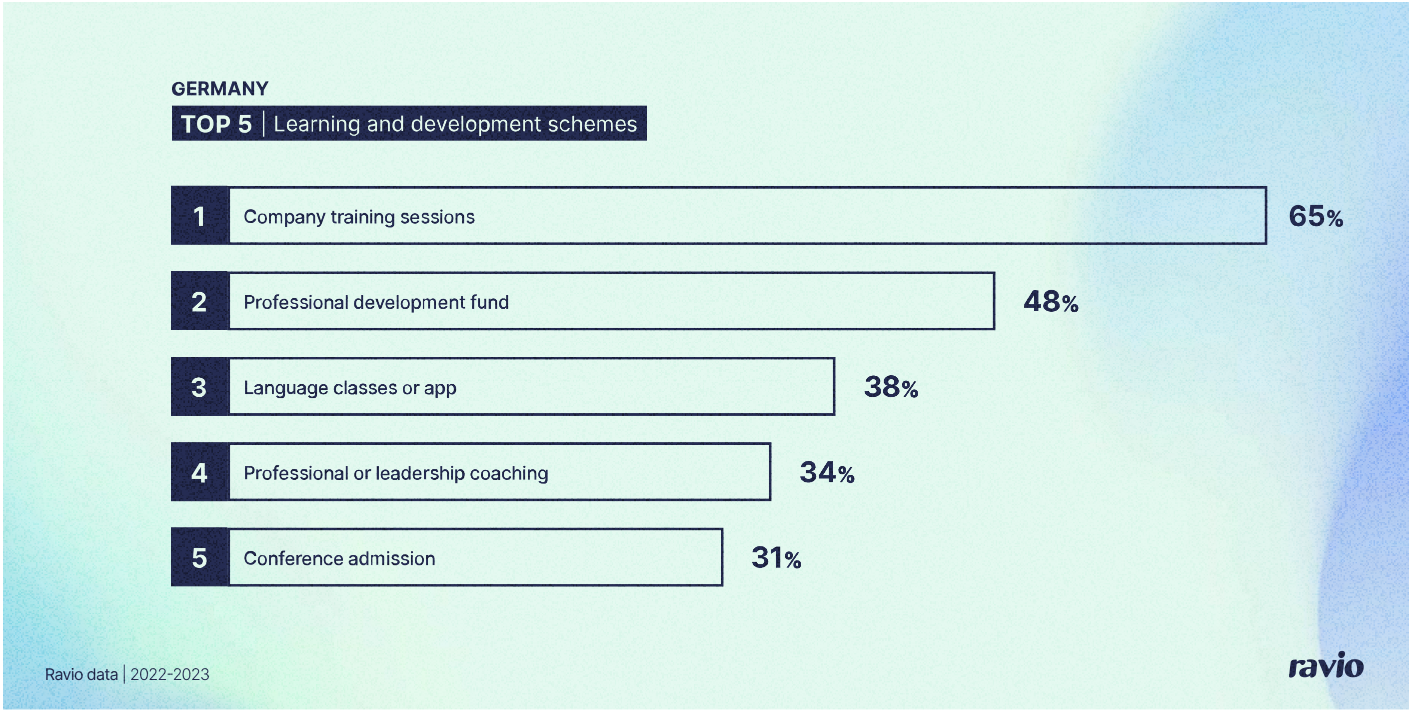
Men	**23.08%**
Women	**22.70%**

However, as we've already seen, there is a major gender pay gap, and there are less women in top level roles – just 19% of executives and 35% of managers are women.

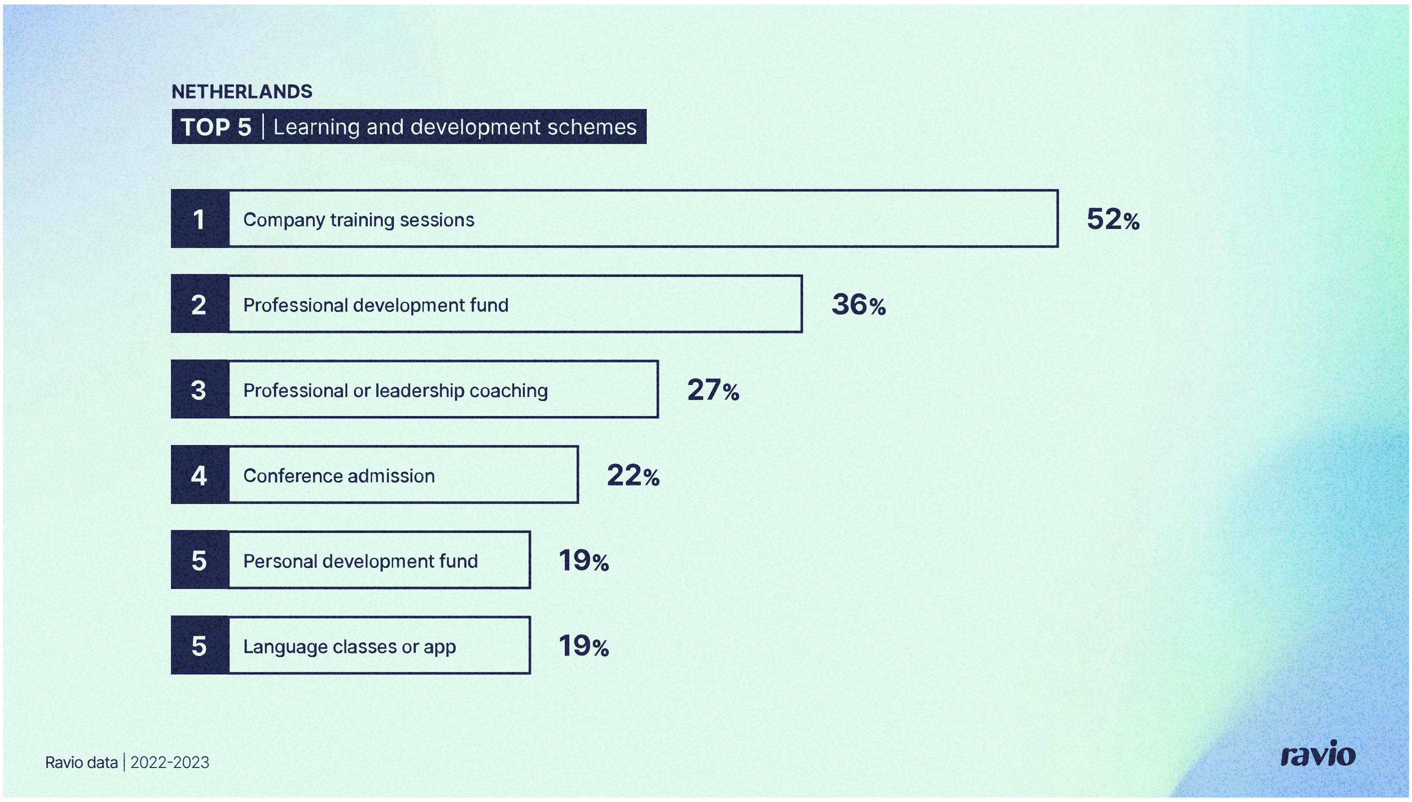
From this, we can conclude that much of the disparity in pay between men and women and the lack of women in top roles arises at the point of hiring rather than due to bias with internal promotions – so ensuring a gender diverse candidate pool and eliminating bias during the hiring and salary offer process is crucial.

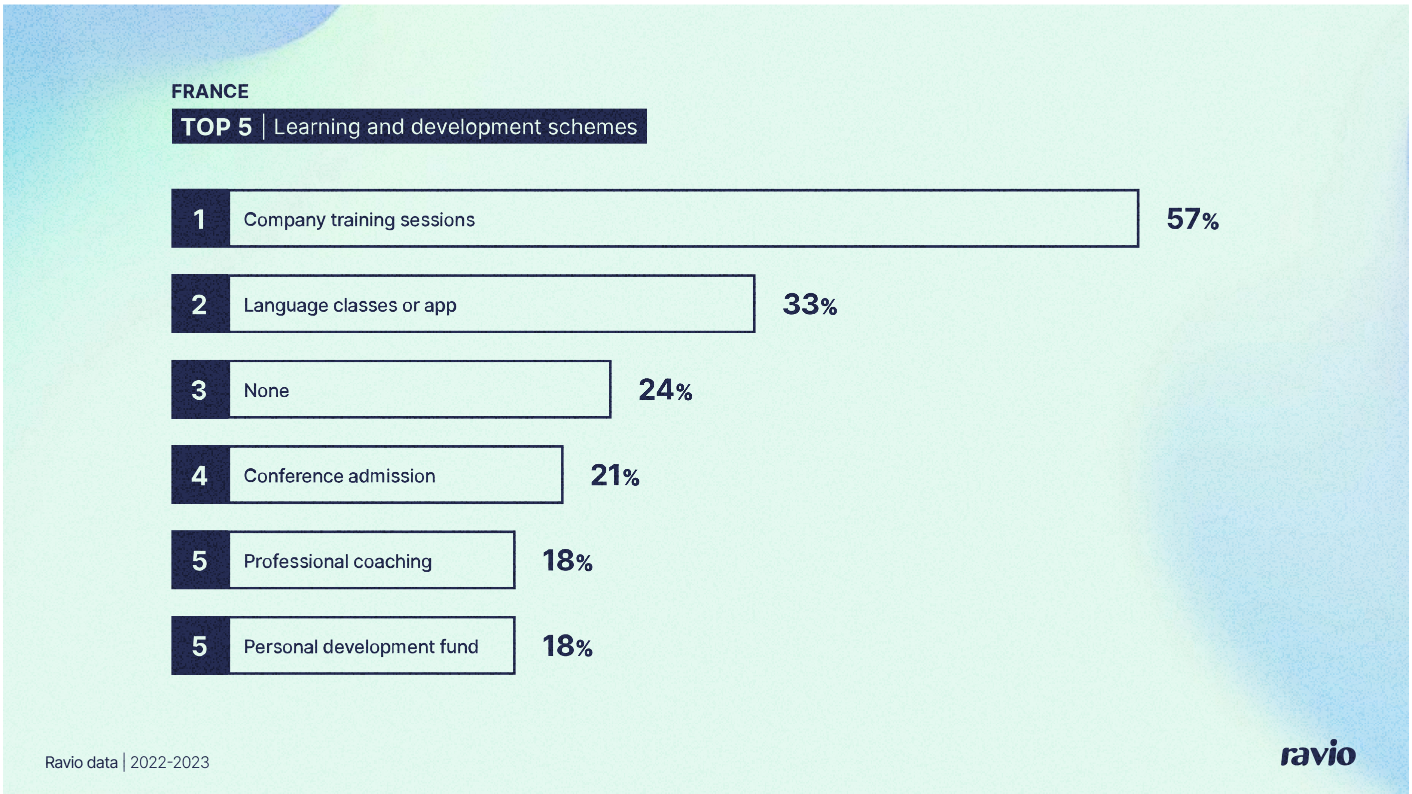
Alongside progression frameworks, learning and development for employees is an important part of career progression – helping employees to develop the skills and competencies to meet the expectations of that next job level. So how are European companies approaching learning and development for their employees? It actually differs significantly across countries – as we can see by looking at the top 5 learning and development schemes on offer:





Notably, only 2% of German companies say that they have no learning and development schemes in place – compared to 24% in France, 16% in the UK, and 11% in the Netherlands – suggesting that this is a particularly important feature of progression and employee engagement in Germany.

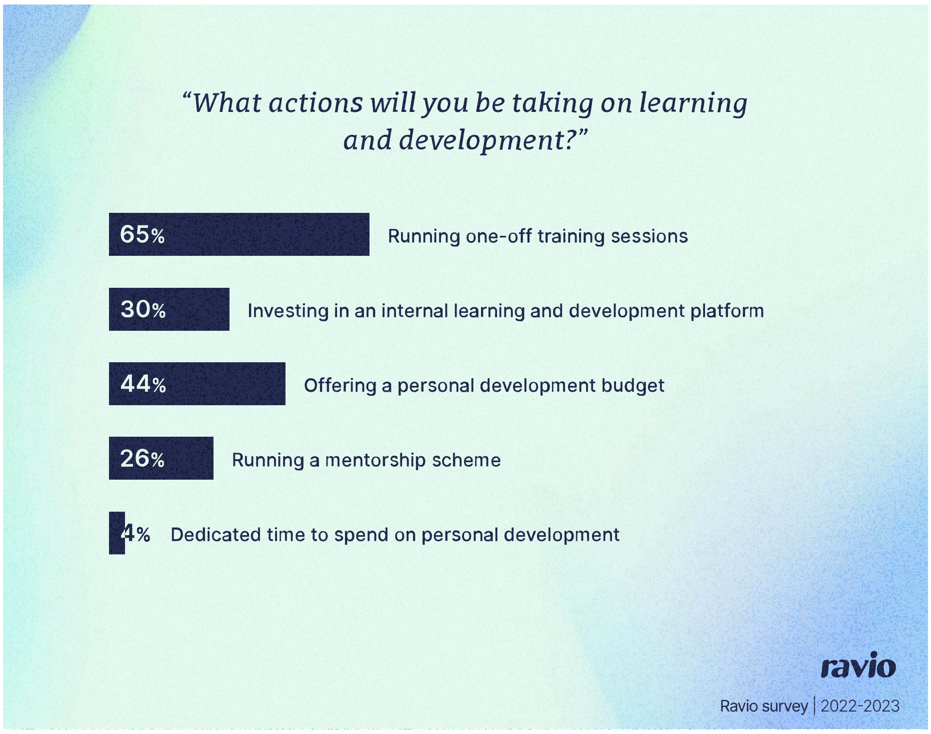

NETHERLANDS
TOP 5 | Learning and development schemes
1 Company training sessions 52%
2 Professional development fund 36%
3 Professional or leadership coaching 27%
4 Conference admission 22%
5 Personal development fund 19%
5 Language classes or app 19%
Ravio data | 2022-2023
ravio


FRANCE
TOP 5 | Learning and development schemes
1 Company training sessions 57%
2 Language classes or app 33%
3 None 24%
4 Conference admission 21%
5 Professional coaching 18%
5 Personal development fund 18%
Ravio data | 2022-2023
ravio

The next 6 months: survey

For the majority of people teams, learning and development for existing employees is a key priority in the coming 6 months – **85% of survey respondents said it is a priority.**

The most common action on learning and development is to run training sessions for employees, and putting a budget in place for development is also common.



Methodology

Ravio data

All data included in this report is drawn from the Ravio dataset – the most comprehensive real-time talent dataset in Europe, with over 150,000 compensation datapoints. Ravio connects directly to the HR systems of its customers and refreshes its data on an ongoing basis.

The dataset used to perform the analyses contained in this report is current as of the end of Q3 2023.

All data has been anonymised.

All data has been standardised (i.e. made comparable) by using the Ravio job levelling framework.

Salary data and analyses have been performed on base salaries only, i.e. excluding variable compensation and equity. Insights on variable compensation and equity can be found in the Ravio platform.

Ravio uses GBP as the standard currency so all salary data is shown in GBP, with other currencies converted to GBP using the exchange rate as of the end of Q3 2023. Salary trend analyses are performed on a constant-currency basis. Other currencies can be found in the Ravio platform.

Ravio survey

The compensation survey was distributed to over 1,000 people leaders at European tech companies in September 2023.

Version 1.0 published 22 November 2022