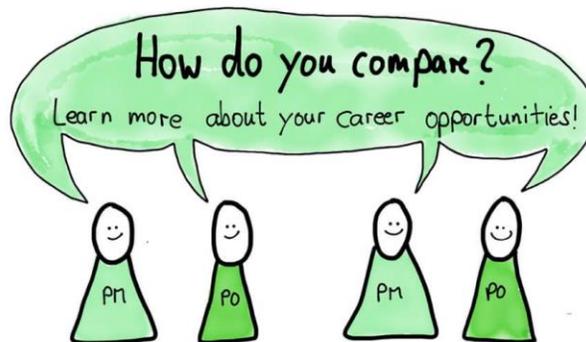


PRODUCT OWNER & PRODUCT MANAGER SALARY REPORT 2022



© Stefan Wolpers, 2022 · Berlin Product People GmbH

Product Owner & Product Manager Salary Report 2022

Stefan Wolpers & Alexander Bergmann-Gering

Copyright: Berlin Product People GmbH, 2022. All Rights Reserved.

Table of Content

INTRODUCTION	4
DATA COLLECTION AND ANALYSIS	5
SAMPLE DESCRIPTION.....	6
Socio-Demographics: Age, Gender, and Salary	6
Participants' Education and Agile Experience	6
Organizational Perspective: Country, Sector, Size, Agility Level	7
Agile Work Environments.....	9
ALL YOU NEED IS A BACHELOR'S DEGREE.....	11
EXPERIENCE IS KEY	13
YOUR PREVIOUS OCCUPATION MATTERS	14
RELOCATE TO THE UNITED STATES, CANADA, OR GERMANY.....	15
CONSIDER FREELANCING.....	16
ORGANIZATION SIZE MATTERS	17
EXPERIENCE OUTWEIGHS CERTIFICATES AND EDUCATION.....	18
CAREFULLY CHOOSE YOUR CORPORATE SECTOR	19
THE TOP TEN EARNERS.....	20
THERE IS NO GENDER PAY GAP	21
APPENDIX: ABBREVIATIONS.....	22
ABOUT THE AUTHORS.....	23
Stefan Wolpers.....	23

Dr. Alexander Bergmann-Gering..... 24

LEGAL.....25

Introduction

The Product Owner and Product Manager Salary Report 2022

Since 2017, we have endeavored to unravel the career paths of Scrum Masters and Agile Coaches and the financial rewards of this profession by polling them globally thrice.

Following many suggestions from the agile community, we extended your research based on our proven data model this year to common career patterns, working environments, and financial remuneration of Product Owners and Product Managers.

Here, you'll find facts and statistics not readily available anywhere else, including clarity on several issues likely to concern new entrants to the profession. Our questions addressed the practitioners' educational background, working experience, and the industries and organizational details of the respondents' companies, thus providing good insight into employment mechanics as employers and contractors.

Please note:

- All figures are listed in US-\$.
- We include high-resolution graphics in the ZIP-file of the download.

Previous Scrum Master and Agile Coach Salary Reports

Previous reports are still available for download:

- **Download the 2022 edition here:** [Scrum Master Salary Report 2022](#)
- **Download the 2019 edition here:** [Scrum Master Trends Report 2019](#)
- **Download the 2017 edition here:** [Scrum Master Salary Report 2017](#)

How to Cite this Report

Please use the following format to cite the report:

Wolpers, S., & Bergmann-Gering, A. (2022). Product Owner and Product Manager Salary Report 2022 (Version 1.0). Berlin Product People GmbH: Berlin. DOI: [10.5281/zenodo.7275679](https://doi.org/10.5281/zenodo.7275679).

Data Collection and Analysis

We collected the data for this report from Mai 2022 to October 2022. Overall, 510 Product Owners and Product Managers participated in the survey. We employed an online questionnaire via Google Forms to gather the contributors' answers.

The main acquisition channel was the *Food for Agile Thought* newsletter. We also distributed the survey link via blog posts and social media postings.

We started the survey with standardized instructions, providing further information on data usage and anonymity. Then, if the participants proceeded with the survey, they agreed to include their data in the analysis.

There were no incentives for participating in our survey. After a standard data-cleaning procedure, we computed descriptive statistics for all 34 survey questions. In addition, we investigated the relationship between several variables and the study participants' salaries.

Sample Description

Socio-Demographics: Age, Gender, and Salary

The participants are 68.0 % male and 30.6 % female. Most participants are between 30 and 39 (49.4 %) or 40 and 49 (28.8 %) years old. Another 10.6 % belong to the age group between 50 and 59 years.

The average salary of our participants is \$91,000, with a standard deviation of roughly \$49,400 – a lot of variance to explain in further analyses; see Figure 1.

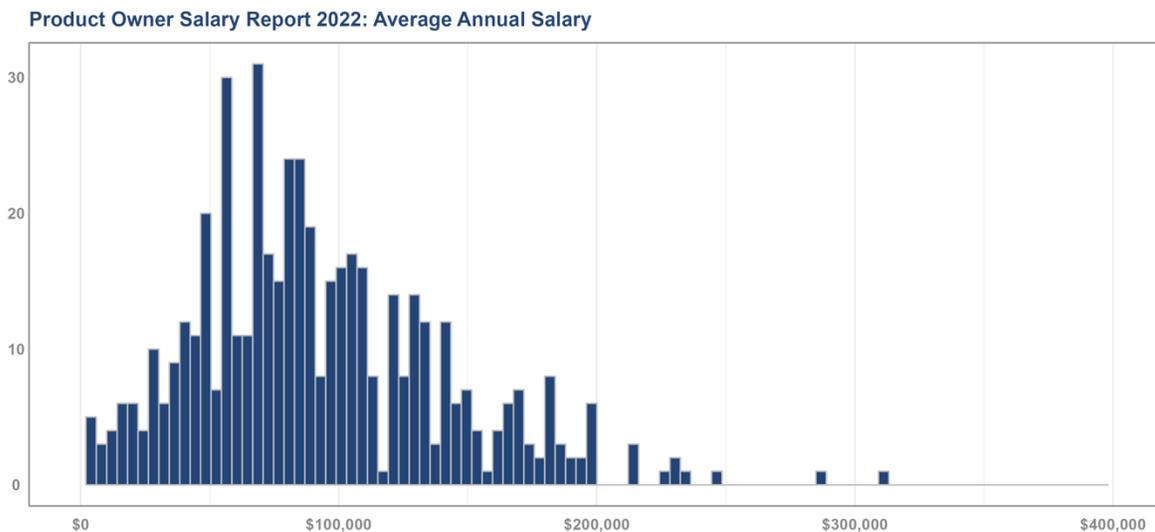


Figure 1: Average Annual Salary [US-\$]

Participants' Education and Agile Experience

Comparing our recent results with the Scrum Master Salary Report, the participant's educational levels and backgrounds are similar. Most of the surveyed Product Owners and Product Managers either have a bachelor's degree (40.0 %) or a master's degree (35.7 %). In addition, they usually start their agile careers with technical/engineering backgrounds (44.3 %) or business degrees (25.5 %). Our sample is comparatively small in the proportion of other educational backgrounds, such as social sciences, natural sciences, arts, or medicine.

As a Product Owner, it is most likely you have prior work experience as a Project Manager (22.7 %), Business Analyst (21.8 %), or you come from another background not directly related to product development (29.6%).

Most of the participants of the Product Owner Salary Report 2022 either have practical experience as Product Owners of more than four years (52.7%) or at least two to four years (25.7%). In addition, they indicated significant transition experience (64.5%), and at least 37.3% of them experienced or initiated a transition kickoff.

Unlike Scrum Masters and Agile Coaches, Product Owners and Product Managers usually hold only first-level agile certificates (42.9%), and quite a large proportion does not have any agile-related certificate (33.1%); see Figure 2.

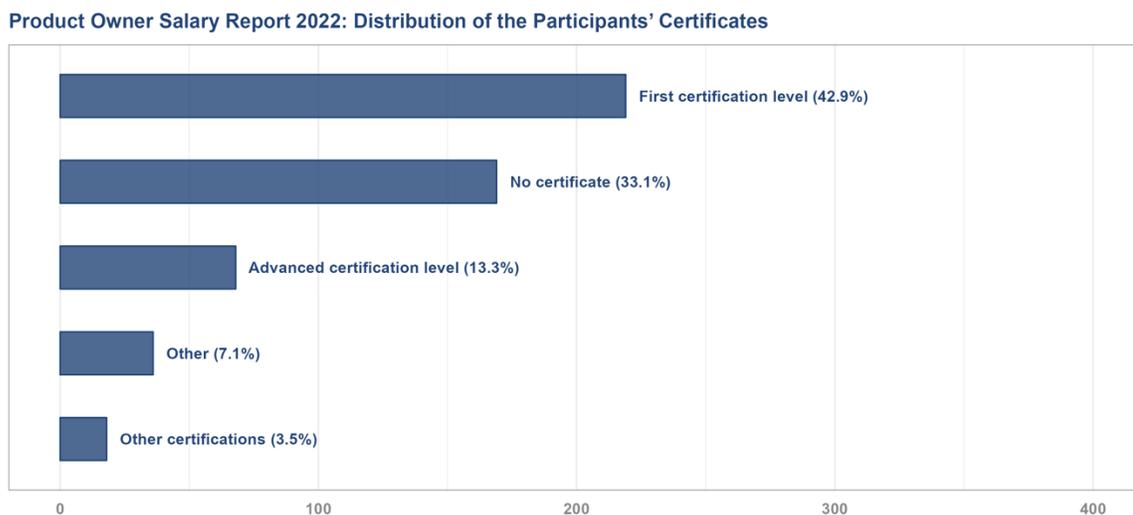


Figure 2: Distribution of the Participants' Certificates

Organizational Perspective: Country, Sector, Size, Agility Level

The participants' organizations were located in various countries, see Figure 3, and from a broad set of corporate sectors, see Figure 4. A comparatively large proportion of the organizations is located either in the USA (25.3 %), in Germany (17.1 %), or the United Kingdom (11.6 %). The largest sectors were software and internet companies (25.5 %), companies from the finance and insurance sector (16.1 %) as well as companies with a focus on engineering and technology (14.1 %).

Product Owner Salary Report 2022: Countries of Participants

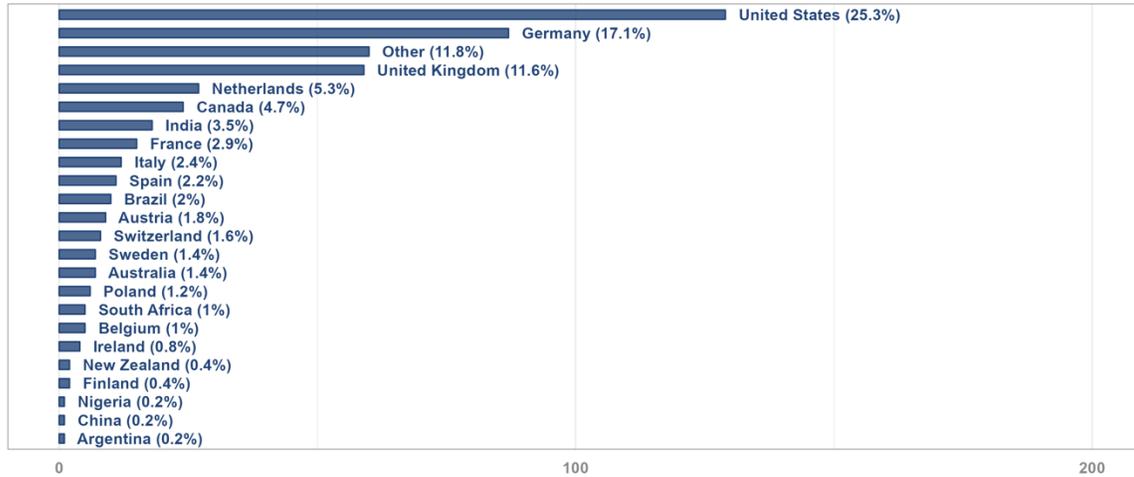


Figure 3: Countries of Participants’ Organizations

Product Owner Salary Report 2022: Sectors of Participants’ Organizations

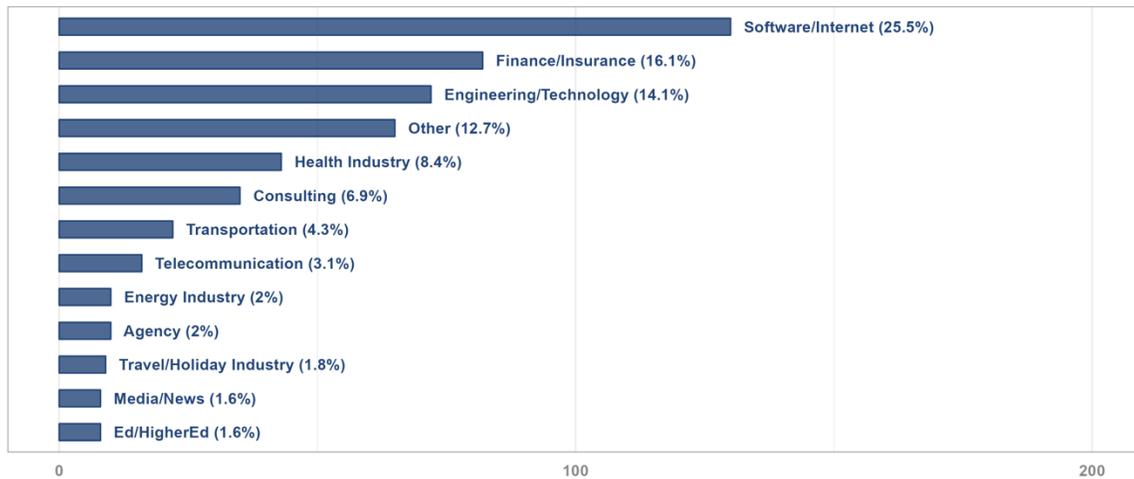


Figure 4: Sectors of Participants’ Organizations

Compared to the Scrum Master Salary Report, most of our participants work in smaller companies. More than 50% of them either worked in companies with 1 to 50 employees (11.8%), 50 to 249 employees (26.3%), or 250 to 999 employees (20,2%). Only a fifth of our participants works in organizations with more than 10,000 employees. A minor proportion were organizations with 5000 to 9999 employees (6.87 %).

Overall, the participants reported a wide range of organizational agility levels. 3.7 % indicated that their organization mainly employs traditional techniques, e. g., command & control and waterfall. On the other hand, 30.4 % reported that their organization is starting to adopt agile practices. 23.5 % stated that their company is making significant progress in adopting agile practices and another 17.3 % indicated that agile practices are already well established in their organization. Also, there were 6.1 % of the participants whose organizations had problems implementing agile practices; therefore, the agile transition stalled. Regarding organizational agility, the participating Product Owners and Product Managers work in relatively similar environments to the participants of our Scrum Master Salary report, see Figure 5.



Figure 5: Levels of Organizational Agility

Agile Work Environments

Among our participants, 39.2% were Product Managers, and 48.8% were Product Owners. 92.4% of them are employed directly at the respective organization. The participants` tenure level was more or less evenly distributed among the four categories “less than one year” (32.0%), “one to two years” (23.3%), “two to four years” (18.6%), and “more than four years” (26.1%).

Our participants usually worked in three to five teams (37.6 %). A quarter of them (34.4 %) had to divide their attention among more than ten teams.

It is common to work on ten or more projects, where most of our participants` projects were medium or large-scale, see Figure 6.

Product Owner Salary Report 2022: Type of Projects

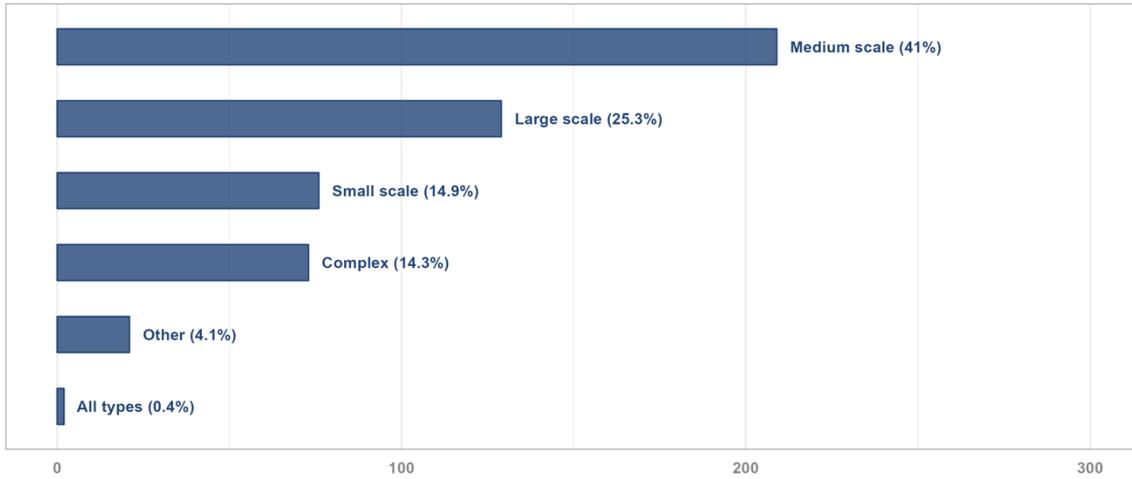


Figure 6: Type of Projects

All You Need Is a Bachelor's Degree

The standard “get a master’s degree” mantra implies that the more you invest in your education, the higher your income. There are countless exceptions to this rule, and for the role of Product Owner, the exception could not be more accurate; see Figure 7.

Looking at the salary distribution’s maximum, median, and mean values, there is no remuneration-induced need to invest more time and accomplish a master’s degree once you have your bachelor’s degree. Instead, as you will see in the two subsequent sections, investing your time in different projects and closely examining the industry sector you are laboring in is much more beneficial.

Educational Level	Maximum	Median	Mean	SD	n
High school	200,000	76,238	91,078	42,608	45
Bachelor’s degree	310,000	90,000	96,388	50,828	201
Master’s degree	245,000	80,000	86,436	43,799	182
Postgraduate	285,000	60,250	78,014	61,331	62
Other	180,000	110,000	123,263	37,949	17

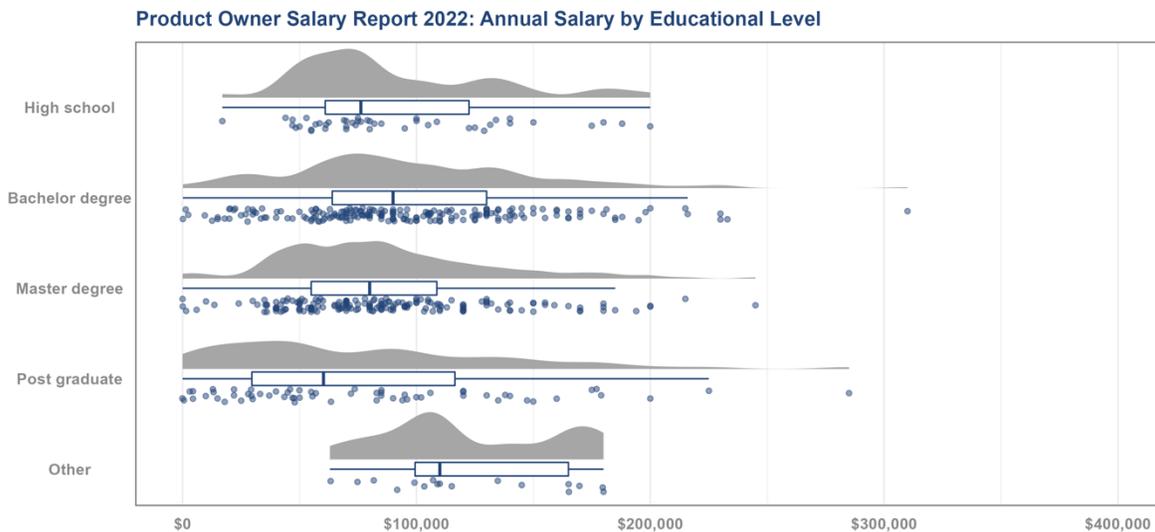


Figure 7: Annual Salary by Educational Level

You Don't Necessarily Need an Agile Certificate

Usually, you would expect your salary to increase with the number and sophistication of the certificates you obtain. In contrast, our data show that this is only true to a limited extent regarding Product Owners and Product Managers. The median difference between having no certification and having at least an entry-level certification, for example, the PSPO I, is as much as \$5,000 annually but benefits those without any certificate.

However, if you go out heading for certificates, your goal should be to develop a profile matching your corporate sector's needs (see group "specific profile"). As you can see, this group's median score is comparatively high.

Certificate	Maximum	Median	Mean	SD	n
No certificate	233,000	85,000	90,834	49,214	168
First level	310,000	80,000	88,818	49,716	217
Advanced level	180,000	89,600	92,364	41,897	68
Other certificates	195,000	93,489	85,480	50,665	36
Specific profile	245,000	124,000	124,679	62,096	18

Experience Is Key

Unsurprisingly, the salary increases as Product Owners and Product Managers gain experience and reach intermediate and senior levels. From our point of view, what is surprising is the median difference between junior-level income and senior-level income. A difference of roughly \$40,000 is a valid argument to cope with the troubles that may stress you in your day-to-day business. We also highlight that the more senior you become, the higher the salary distribution spreads. So, besides the mere experience as a Product Owner or Product Manager, there are other aspects to consider, e. g. the number and complexity of previous projects you were involved in.

Experience Level	Maximum	Median	Mean	SD	n
None	154,000	84,500	78,581	45,412	14
Junior (< 2yrs)	215,000	60,000	67,809	38,845	91
Intermediate (2-4yrs)	230,000	70,066	78,008	42,209	131
Senior (>4yrs)	310,000	99,713	107,047	50,431	266

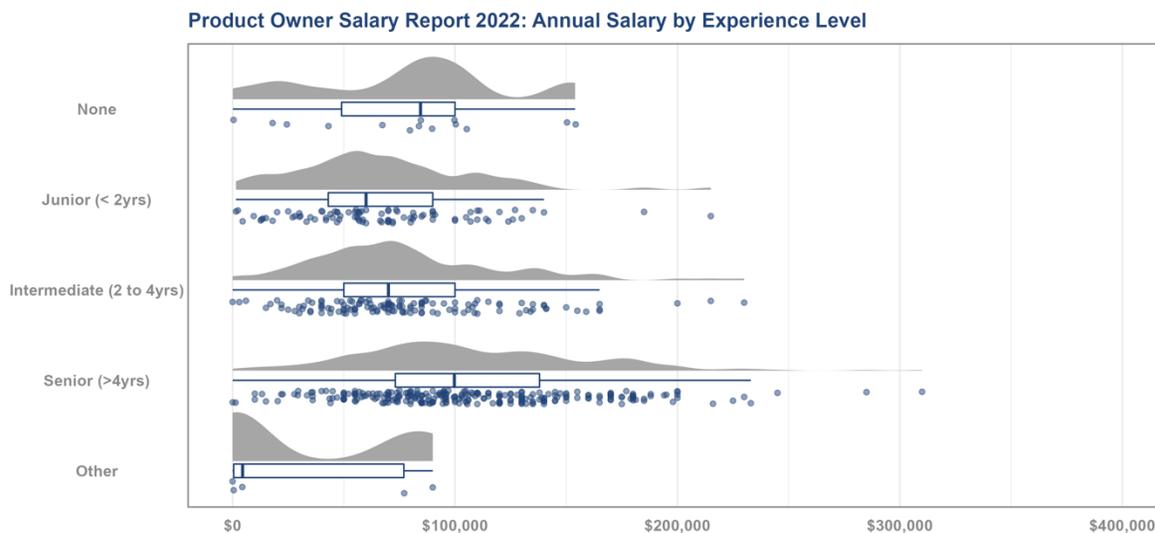


Figure 8: Annual Salary by Experience Level

Your Previous Occupation Matters

There are significant differences in the annual salary, see Figure 9, depending on the previous job of our participants, with a difference of as much as \$37,000 in median income between former UX/UI designers (\$53,000) and business analysts (\$90,000). However, as there are high incomes in all categories, be optimistic regarding your career perspective!

Previous Job	Maximum	Median	Mean	SD	n
UX/UI designer	140,000	53,000	71,363	40,670	15
(Software) engineer	225,000	75,000	82,081	43,479	71
(QA) engineer	185,000	78,560	77,234	44,249	14
Program Manager	155,000	79,000	103,000	45,077	3
Project manager	230,000	80,000	87,343	49,125	116
Delivery manager	200,000	80,100	86,481	54,092	19
Scrum Master	154,000	84,500	81,398	46,934	8
Other	310,000	86,750	98,178	52,166	150
Business analyst	285,000	90,000	97,223	48,895	110

Relocate to the United States, Canada, or Germany

In 2022 we reported median Scrum Master salaries between \$23,500 (Brazil) and \$122,000 (United States). In general, the median salaries of Product Owners and Product Managers vary similarly depending on the organization's location. The United States, Canada, and Germany form the top income group. At the bottom are India and Brazil.

In conclusion, a position as a Product Owner or Product Manager in the United States is financially preferred, even considering the higher cost of living.

Country	Maximum	Median	Mean	SD	n
Brazil	55,000	27,250	30,460	16,194	10
India	100,000	33,744	34,789	22,640	18
Other	135,000	41,000	47,682	31,536	60
Italy	75,000	51,000	51,618	15,239	12
Spain	140,000	55,000	68,809	33,102	11
Netherlands	150,000	72,000	78,726	27,062	27
France	140,000	80,000	77,541	28,265	15
United Kingdom	200,000	80,000	82,534	34,544	59
Germany	179,000	83,000	86,973	29,640	86
Canada	233,000	94,560	102,395	34,071	24
United States	310,000	140,000	140,104	47,862	129

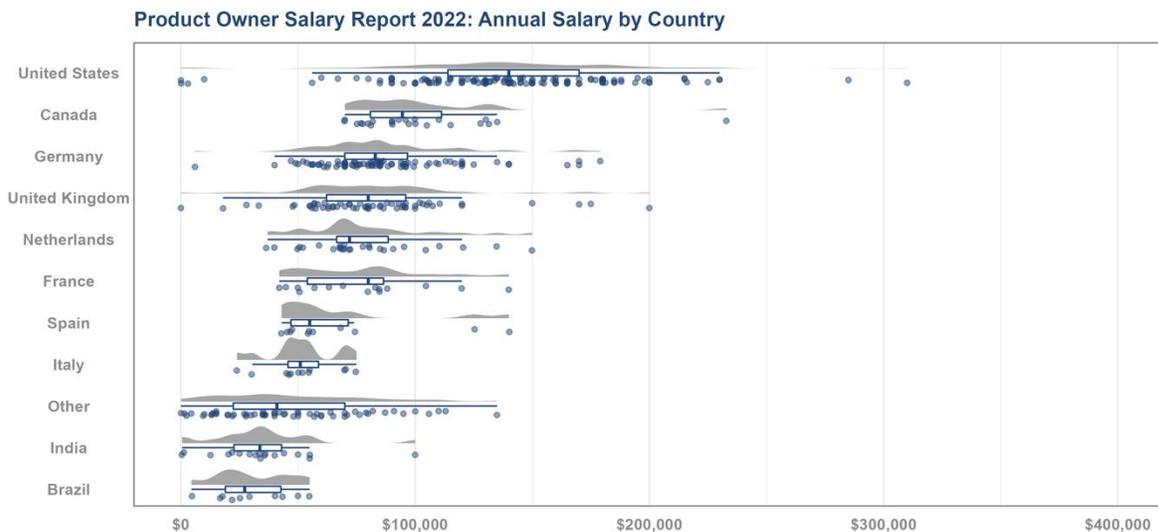


Figure 9: Annual Salary by Country

Consider Freelancing

Freelancers earn more in terms of median income, see Figure 10. However, given freelancers' considerably lower maximum annual income and increased financial risk and responsibility, you should consider whether to start freelancing carefully.

Employment Status	Maximum	Median	Mean	SD	n
Employee	310,000	82,068	90,597	49,038	468
Freelancer	245,000	100,000	95,824	51,815	39

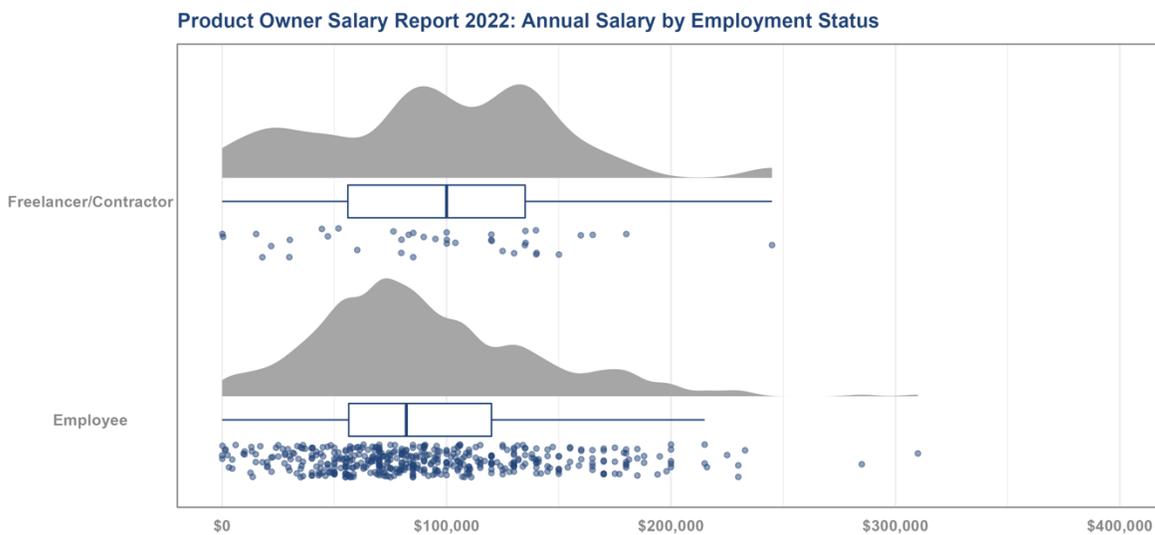


Figure 10: Annual Salary by Employment Status

Organization Size Matters

Comparing the smallest organizations in our sample with the largest, we see a median difference in the annual salary of roughly \$50,000. That’s a lot! There is nothing wrong with staying at a small company you feel comfortable at, but if you are looking for a high salary, you should try to switch to the big players.

Size	Maximum	Median	Mean	SD	n
1 to 50	200,000	58,600	74,265	40,673	59
50 to 249	200,000	74,500	79,009	41,096	132
250 to 999	310,000	85,000	92,274	52,604	103
1000 to 4999	230,000	85,000	91,950	45,281	80
5000 to 9999	181,263	83,000	90,202	49,894	34
> 10000	245,000	110,000	115,135	55,056	99



Figure 11: Annual Salary by Number of Organizations’ Employees

Experience Outweighs Certificates and Education

Both the number and type of previous projects matter when it comes to defining your salary. For example, the more projects you were responsible for as a Product Owner or Product Manager, the more complex those projects were, the higher the expected salary tended to be. However, a limited number of smaller projects provide opportunities to develop your knowledge and skills and prepare you for more complex tasks.

Type of Projects	Maximum	Median	Mean	SD	n
Small scale	188,000	62,250	71,797	37,535	76
Medium scale	230,000	83,000	88,276	44,464	209
Large scale	310,000	85,000	94,481	53,824	127
Complex	245,000	100,000	105,555	58,296	73
All types	142,000	136,000	136,000	8,485	2
Other	233,000	104,000	112,669	49,928	20

Number of Projects	Maximum	Median	Mean	SD	n
<= 2 projects	215,000	72,200	80,910	40,342	22
3 to 5 projects	233,000	68,900	70,881	39,927	95
6 to 9 projects	245,000	76,119	85,890	48,284	102
> 10 projects	310,000	94,261	100,215	51,009	288

Carefully Choose Your Corporate Sector

Last but not least, carefully consider which organization and type of project suit you best. If you value a high salary, you should find a job in one of the top three corporate sectors: Education/higher Education, the holiday industry, or the health industry. The median difference between the lowest-paying sector (agency) and the health industry is roughly \$60,000.

Type of Projects	Maximum	Median	Mean	SD	n
Agency	180,000	63,170	81,774	57,160	10
Software/Internet	310,000	70,000	79,572	46,566	129
Transportation	170,000	75,500	77,373	39,031	22
Engineering/Technology	230,000	78,119	82,334	53,651	72
Telecommunication	200,000	84,500	88,514	47,675	16
Consulting	194,000	85,000	90,787	47,418	35
Media/News	215,000	85,268	103,992	67,667	8
Other	285,000	87,000	100,044	51,686	65
Finance/Insurance	200,000	90,000	95,160	44,135	80
Energy Industry	185,000	96,750	97,750	46,642	10
Ed/Higher Education	146,000	104,500	107,570	20,358	8
Travel/Holiday Industry	188,000	104,827	107,714	41,686	9
Health Industry	225,000	127,000	118,015	52,331	43

The Top Ten Earners

Of course, comparing oneself to the median scores in the respective category is much more realistic. However, who wouldn't have looked at the top income group to understand the upper limit?

Therefore, we identified the top ten earners in our dataset and their characteristics.

They:

- Represent the gender distribution of our general sample: three females and seven males
- Are between 30 and 40 years of age
- Are Product Managers (5 out of 10) or work in other related roles
- Work in the United States
- Work in the business/finance or the technical/engineering sector
- Work at organizations where an agile transition is in the beginning/ongoing
- Usually have a bachelor's degree (The top ten represent the full range of degrees, though.)
- Have particular combinations of agile certificates or first level certificate
- Were responsible for more than ten complex or large-scale projects before their recent position.

There Is No Gender Pay Gap

In early 2022 we reported differences in male and female Scrum Masters' median income of roughly 10%. The difference still held when controlling for a broad set of other variables, such as business sector, location, previous position, etc.

We were curious if we could find the same difference in Product Owners' salaries. Surprisingly, a regression analysis including most of the variables in our dataset and roughly 450 Product Owners and Product Managers reveals no statistically significant differences in their annual income. In contrast, other variables such as country and job-related experience were highly relevant. However, statistically significant differences “on average” do not mean your organization has no gender pay gap. Therefore, we recommend closely looking at your colleague's salary, especially if you are a female Product Owner or Product Manager.

Appendix: Abbreviations

Maximum:	Maximum value within the sample
Median:	Median value within the sample
Mean:	Mean value within the sample
SD:	Standard distribution
n:	Sample size

About the Authors

Stefan Wolpers



Stefan is a [Professional Scrum Trainer with Scrum.org](#).



He specializes in coaching agile practices for change, such as agile software development with Scrum, LeSS, Kanban, and Lean Startup, as well as product management.

He also is an XSCALE Alliance trainer and coaches organizations in business agility. Additionally, he is a licensed facilitator of the [Agile Fluency™ Team Diagnostic](#).

He has served in senior leadership positions several times throughout his career. His agile coaching expertise focuses on scaling product delivery organizations of fast-growing, venture-capital funded startups and transitioning existing product teams in established enterprise organizations.

Stefan is also curating the popular '[Food for Agile Thought](#)' newsletter for the global Agile community with 36,000-plus subscribers. He blogs about his experiences on [Age-of-Product.com](#) and hosts large global Slack community of agile practitioners with 12,000-plus members. Also, he hosts the [Hands-on Agile Meetup community](#) with 5,000-plus members.

His ebooks on agile topics have been downloaded more than 90,000-plus times. Lastly, Stefan is the organizer of the [Agile Camp Berlin](#), a Barcamp for 200-plus agile practitioners.

Read more about Stefan at [Scrum.org](#), and connect with him via [LinkedIn](#), or [Twitter](#), or privately via [email](#).

Dr. Alexander Bergmann-Gering



Alex is science education researcher at the University of Leipzig (Germany) and co-founder of [Empiriks](#), a consulting company with strong expertise in measurement, statistics & evaluation. As research coach he supports projects from a variety of research areas, such as health sciences, economics and communication sciences. His own research focusses on development of data literacy and motivational aspects of science learning and teaching. He has a strong interest in agile learning and teaching in higher education.

Read more about Alex at empiriks.de, and connect with him privately via [email](#).

Legal

Product Owner Salary Report 2022

By Stefan Wolpers and Dr. Alexander Bergmann. Published and distributed by Berlin Product People GmbH. First published in November 2022.

“Age of Product” and “Hands-on Agile” and their associated logos and images are trademarks of Berlin Product People GmbH. All rights reserved.

Copyright © 2022 by Berlin Product People GmbH

No part of this publication or its text may be made publicly available or, excepting personal use, reproduced or distributed or translated into other languages without the prior written permission of Berlin Product People GmbH. If you would like permission to reproduce or otherwise publish any part or all of this publication or its text, including translations thereof, write to us at info@berlin-product-people.com addressed “Attention: Permissions Request”.

Trademarked names, logos, and images other than those belonging to Berlin Product People GmbH may appear in this publication. Rather than use a trademark symbol with every occurrence of a trademarked name, logo, or image, we use the names, logos, and images only in an editorial fashion and to the benefit of the trademark owner, with no intention of infringing upon the trademark. The use in this publication of trade names, trademarks, service marks, and similar terms, even if they are not identified as such, is not to be taken as an expression of opinion as to whether or not they are subject to proprietary rights.

The advice and information included in this publication was carefully researched and written and believed true and accurate as of the date first published. However, neither the author nor the editor nor the publisher can accept legal responsibility for the accuracy thereof, or for any errors or omissions that may have been made. The publisher makes no warranty, express or implied, with respect to the material herein.

Publisher

Berlin Product People GmbH
Borsigstraße 8
D-10115 Berlin
Registered at: AG Charlottenburg (HRB 160341 B)
Managing Director: Stefan Wolpers
VAT identification number: DE227895748

Website: <https://berlin-product-people.com/>
Email: info@berlin-product-people.com