
Harvey Nash
Tech Talent &
Salary Report 2024
A year of change?
Harvey
Nash.

Tech Talent & Salary Report 2024

Bev White
CEO
Nash Squared

Welcome to our 2024 Global Tech Talent & Salary Report. I'm delighted to present the findings of our latest survey, conducted in partnership with LinkedIn. When we first launched this survey back in 2012, its purpose was to provide valuable insights into the tech job market. Today the report goes further, delving into the exciting opportunities and the challenges the sector faces.

We know that the tech industry never stands still. It's exciting, fast-paced and continues to offer fantastic opportunities for those who choose a career in tech. In fact, with AI continuing to dominate discussions, these opportunities will multiply.

Demand for tech skills remains high, and I'm really encouraged by the shift we are now seeing towards alternative routes into tech careers. Many technologists are now self-taught or have learnt on the job, challenging the traditional requirement for formal qualifications. This shift presents a real opportunity for organisations to rethink their hiring processes and embrace a more diverse talent pool.

We have created this report to give essential information to experts navigating their careers in this dynamic sector, as well as to provide a useful benchmark for tech and HR leaders responsible for hiring technologists.

We hope you find it useful.

Adam Hawkins
Head of Search & Staffing
LinkedIn

LinkedIn viewpoint

AI is reshaping the world of work, changing the skills and jobs that businesses need. Our data shows that the skills needed for jobs are expected to change 68% by 2030 (since 2016), accelerated by the arrival of Generative AI. We're also seeing new jobs being created by the arrival of AI – the number of companies with a Head of AI position tripled in the past 5 years, and grew by more than 28% in 2023 alone.

AI holds huge potential to improve the way we work, and the way business is done. But to prepare for the changes these new technologies are bringing to the world of work, it will be more important than ever for business leaders to have a deep understanding of the skills they have within their organisation, and to focus on identifying and building the skills they'll need in the future.

Contents

2,700 respondents

150,000 data points

44 countries

Routes into technology are changing

37% came to tech from an alternative path

Hybrid working and wellbeing

52% feel very supported in hybrid working

34% feel very supported in mental wellbeing

37% spend **0** days in office

13% spend **5** days in office

the happy balance is **2 days**

76% men

22% women

0.69% non-binary

1% prefer not to say

44% permanent

35% contract

12% freelance

Harvey Nash **Skills and Salary Report** 2024

Pay and working life

45% received a pay increase

20% received a promotion

55% have experienced an increase in workload

26% have seen the size of their team reduce in the last 12 months

BUT

42% expect the size of their team to increase in the next 12 months

Job satisfaction

30% are planning to leave their current role in the next 6 months

45% plan to leave within a year

Reasons for leaving

55% are looking for more pay

43% want to further their career

31% are looking for a change of culture

83% say their organisation does enough to support DE&I

LinkedIn insight

Nationally, across all industries, hiring decelerated by 0.8% from June to July and decreased 7.9% compared to July 2023. The pace of hiring this year had been effectively steady through May but now sits slightly below its January 2024 level (-1.3%). As we have also seen in recent data from the US's Bureau of Labor Statistics, the pace of hiring has slowed this summer after some signs of stabilisation earlier in the year.

The technology, information, and media industry continues to stabilise with hiring accelerating 7.2% from July 2023 to July 2024, while the overall hiring rate has decelerated 7.9% over this period.

LinkedIn's Economic Graph Research Institute (July 2024).

Key takeaways

A rewarding sector, despite financial pressures

Despite salary rises, many tech teams are feeling the strain of budget restraints and there are hints of that overall job satisfaction is waning. Additionally, technologists' expectations from their roles are changing, with a strong emphasis on flexible work environments, work-life balance, and positive corporate culture. Going forward, attracting and retaining talent will be a delicate balance between getting the proposition right and keeping work interesting and rewarding.

Merit or diversity

The business case for diversity, equity and inclusion (DE&I) has been proven time after time but our research reveals a paradox. Tech workers seem to be largely ambivalent with the majority perfectly satisfied with the current situation, yet our respondent pool also suggests the sector remains far from diverse. Qualitatively, technologists want to work in a meritocracy rather than focus on minority quotas, but meritocracy requires diversity if biases are to be avoided.

Alternative routes

Is it time to stop putting formal qualification requirements on tech job descriptions? Our survey reveals the plethora of alternative routes into technology that respondents have taken, with many now self-taught or having learnt on the job. Thinking differently about how people acquire tech skills in the absence of a degree could be one way that organisations can support greater diversity within the sector.

Visionaries versus technical gurus

Today's technologists want more from their leaders than technical know-how, they want great communicators. Leaders who can articulate a vision and bring geographically dispersed teams together to create a positive work culture. The power of story-telling is enormous, not simply for inspiring teams, but for engaging with potential investors or partners to support the business too. This highlights the importance of soft skills when it comes to appointing tech and digital leaders.

AI waiting game

Despite no let-up in the headlines surrounding AI, many technologists say their company is waiting to see the direction of travel before making their organisational move. Tech leaders already expect AI to provide cost savings this year, primarily through productivity gains in operations, customer service, and IT. Cultural resistance has been swept away, replaced by the need to define a broader AI strategy and secure the necessary investment to capture its value.

Hybrid harmony

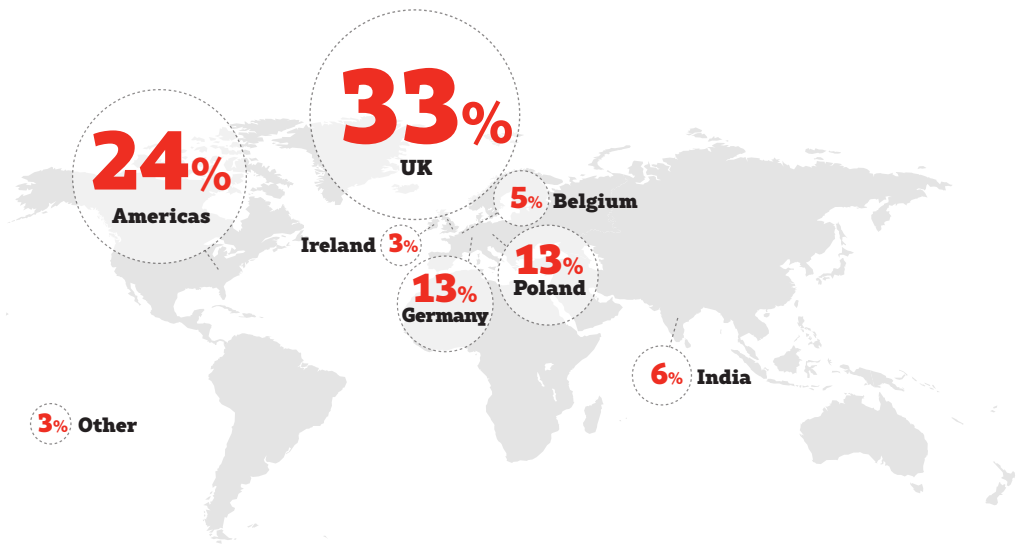
Tech teams often have roles that are ideal for remote working, making flexibility in work hours and locations a significant job perk. While some tech positions thrive in a remote setting, many require an element of face-to-face interaction. Despite leaders promoting more office hours to boost innovation and collaboration, the industry appears to have found a comfortable balance with a few days spent in the office each week.

Introduction

The opportunities for tech professionals are dynamic and continually evolving. IT positions remain among the most in-demand roles in the global job market, even against the backdrop of reported tech workforce reductions we have seen as the sector returns to pre-pandemic normality. While this autocorrection may make headlines, our survey data tells a more nuanced story with much to be positive about.

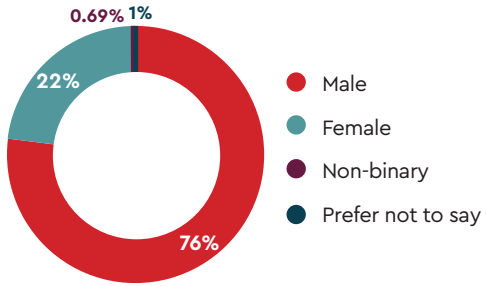
This year's global report has been informed by more than 2,700 respondents across 44 countries. We have gathered the opinions of permanent, contract and freelance tech professionals across a broad range of sectors and disciplines. The majority of respondents identify as specialists in their field (46 per cent), 21 per cent as senior managers and four per cent as C-suite leaders (a company's top-tier leadership).

Location



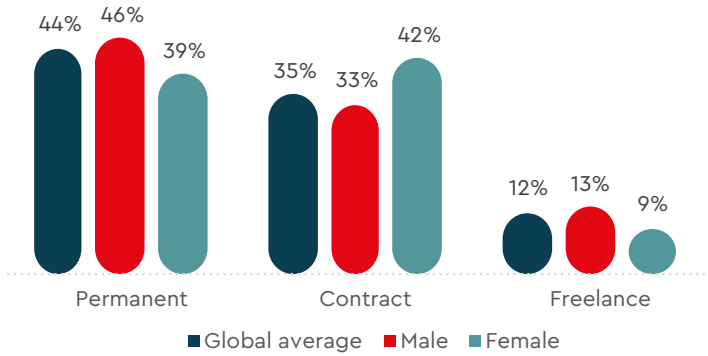
In which country, jurisdiction or region are you based?

Gender



What gender do you identify as?

Employment status



What is your current employment status?

LinkedIn insight

According to the number of paid job posts Software Engineer is third most in-demand job and Full Stack Engineer is eighth.

Demand for PHP developers has increased by 76 % from Q1 to Q2, 2024. The number of paid job posts for Director of Analytics has increased by 53%. The former role focuses on web development, while the latter oversees data-driven decision-making.

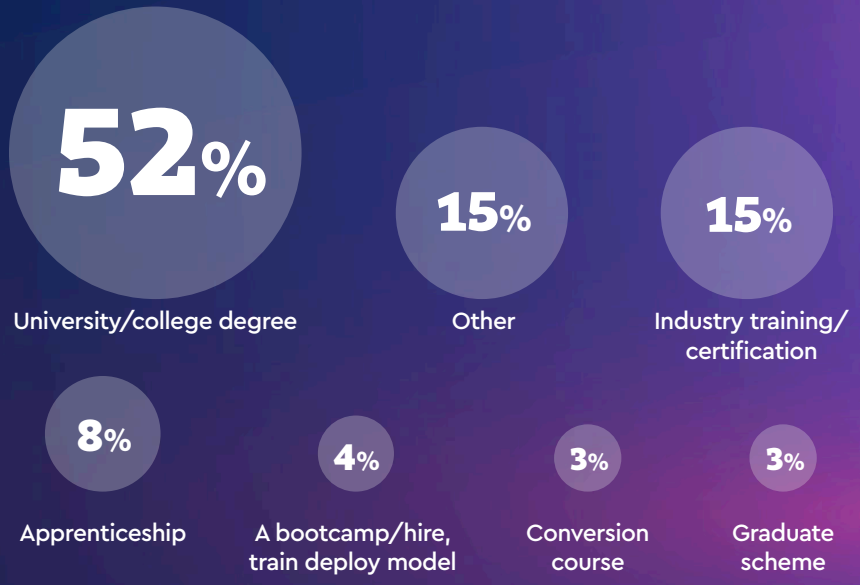
LinkedIn's Economic Graph Research Institute (July 2024).

1 Building a career in technology

A university degree is still the most common path to a tech career, but alternative routes are growing. More millennials are teaching themselves tech skills before entering the field, compared to older generations.

In an industry where the quality of leadership depends as much on soft skills as it does on tech savviness, this approach arguably fosters a breadth of diverse thinking at a time when college and university costs are rising.

Developing tech know-how



How did you first develop the knowledge of technology that allowed you to start a tech career?

Starting out

Routes into technology are changing, presenting greater opportunities for those looking to craft a career in the sector. Today, there are so many ways to begin a career in tech beyond starting with a computer science or other degree. There are plenty of stories of those who made the switch to tech much later in life, having worked in other unrelated roles, for example as a car mechanic or a teacher. As we look across the globe there are subtle nuances influencing these routes.

Transferable skills are highly valued by employers today, and non-technical skills can be equally as important as technical skills, which we will see shortly in this report when we look at leadership. According to our data, almost 4 in 10 respondents transitioned into tech from an alternative career. This was particularly true for women technologists where more than half made this move.

"It's positive to see how technologists entering the industry is changing. Technology skills shortages have been affecting companies for many years. Not only does this help businesses tap into new talent streams, but it will also create a more diverse sector. Organisations that are quick to adapt their tech talent acquisition and hiring strategies to accommodate these new pathways will be the real winners."

Andy Heyes, Managing Director, Harvey Nash, UK&I and Central Europe

One point worth noting is that significantly more women kickstart their careers with industry certification (19 per cent) than men (13 per cent) and almost twice as many men as women start out in an apprenticeship – an important consideration for any business looking to attract more women to their tech teams.

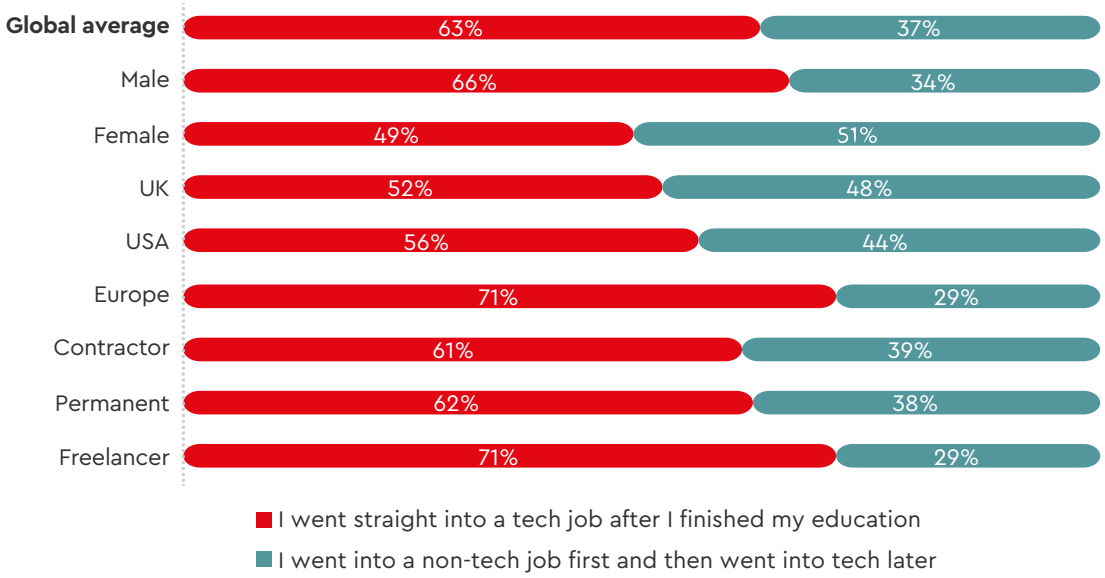
Globally, there are differences too, with 14 per cent of Europeans, more than twice that of their US peers (six per cent), taking the apprenticeship route. They are also significantly more likely to enter the tech world directly after education than peers in other regions.

The long-held belief that academic and tech credentials are the best way to career success and social mobility is changing due to evolving economic demands, skills shortages and the need for diversity.

The UK and the US have the highest proportion of technologists beginning their careers in a non-tech role. This poses a question about whether tech jobs in these regions are positioned more favourably to people outside the sector than in other global locations, or perhaps it reflects how technology is taught and viewed.

The challenge for businesses is how quickly they adapt their hiring processes to be inclusive of these alternative learning paths.

Women more likely to switch careers



How did you first develop the knowledge of technology that allowed you to start a tech career?

LinkedIn insight

More than half of STEM degree holders at each education level have gained experience in at least one STEM job, with rates increasing alongside higher levels of education. Conversely, approximately 10–15% of non-STEM degree holders have ventured into STEM employment.

High school/college and associate degree graduates are more likely than STEM degree holders to enter STEM work through technician, tech support and pharmacy roles.

LinkedIn's Economic Graph (November 2023).

Tech leadership

Fortunately, how you began your tech career seems to have little effect on your influence. Among those who started with industry-specific training and certification, 34 per cent feel they have a significant impact on strategy and decision-making, which is just five percentage points less than those who entered as graduates (39 per cent).

Our survey suggests that great communication is the prime characteristic of impactful leadership. Respondents rank it more highly than having a deep understanding of technology. Leaders who listen and communicate transparently with their teams build trust and foster a sense of belonging. Regular updates, clear expectations and open channels for feedback ensure that employees feel informed and involved in the organisation's goals and progress.

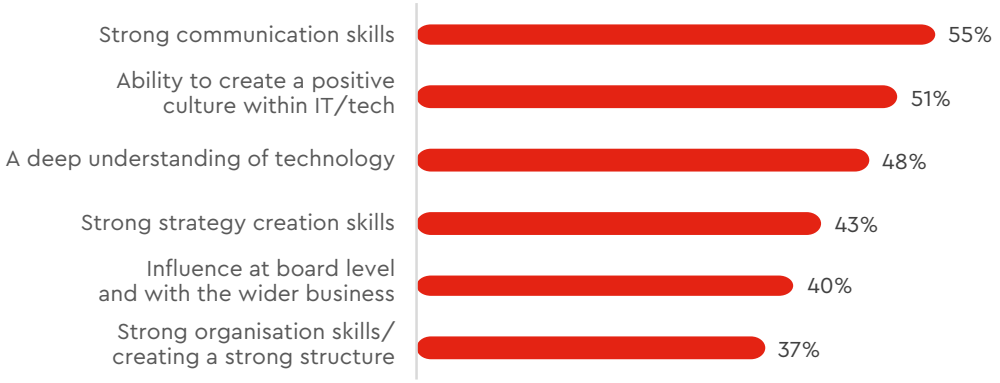
Furthermore, they now engage with a wider spectrum of stakeholders, from their IT teams to business project owners to their C-suite peers and board members, and sometimes even external customers and partners. Stakeholders are also becoming more tech-savvy, which means more conversations around technology are happening. Tech leaders often see this as a mixed blessing. They value that people can see the potential for tech, but in a cloud-based world where a new piece of tech is just a point and click away, careful management of expectations is required.

LinkedIn insight

Of the soft skills listed on LinkedIn, women were found to have a 28% higher share than men.

Global Gender Gap Report. World Economic Forum.

Technologists value strong communication skills from their leaders



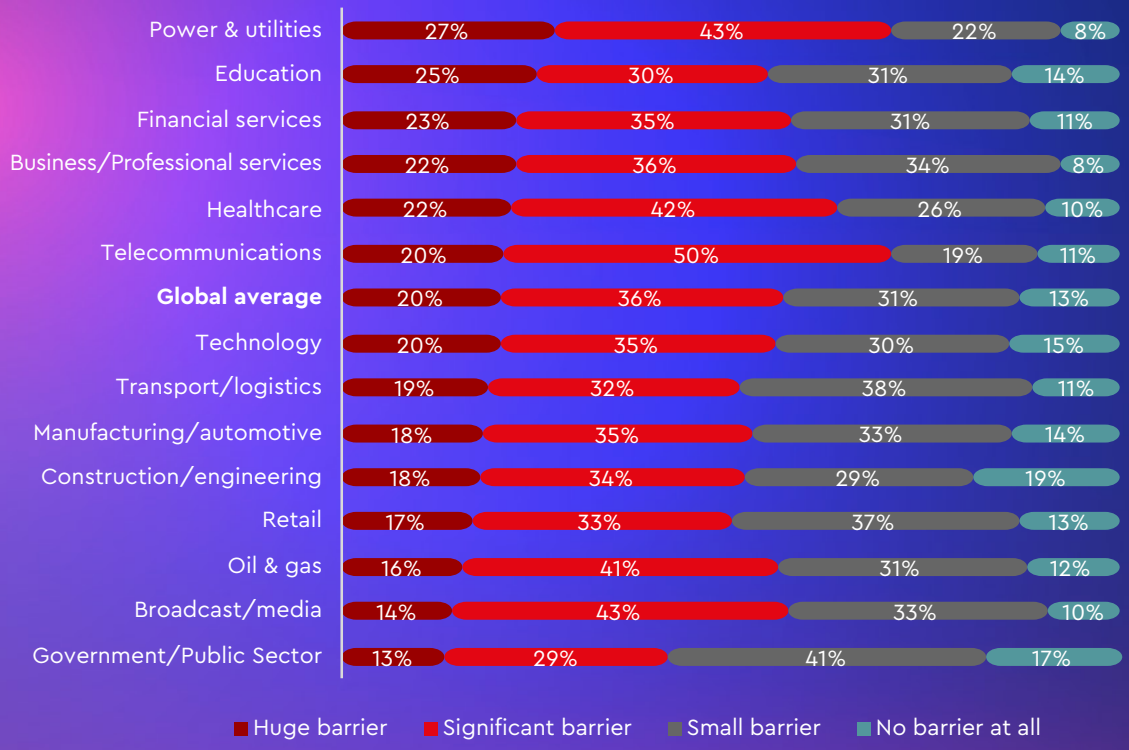
What do you think are the most important factors in making a great CIO/technology leader? Please select your top 3.

2 Working life

We all know the direct correlation between a happy and engaged workforce and the impact on business performance. Like many departments, IT has also tightened its belt, focusing on achieving greater efficiencies, which appears to be affecting those responsible for delivering strategy.

However, the sector is still hiring and attracting talent into the industry. This requires careful consideration of the financial offering but also pastoral care, flexible working and wellbeing initiatives – all registering as important to today's tech professional.

Barriers to technology goals



How much of a barrier are the following to delivering your technology goals? Lack of resource (people).

Resourcing and workload

With tightening budgets, more than half of respondents feel that their workload has increased over the past year. One in 5 respondents cite a lack of skills as creating a huge barrier to the delivery of their technology goals and more than a quarter report a reduction in the size of their team over the last 12 months has had a significant impact. In addition, 86 per cent of respondents feel that there are barriers to achieving their objectives because of lack of people resources.

Unsurprisingly there are differences across sectors, however, more than 1 in 5 respondents within the power and utilities, education, technology, healthcare, financial services and telecommunications sectors say that the lack of people is a huge barrier.

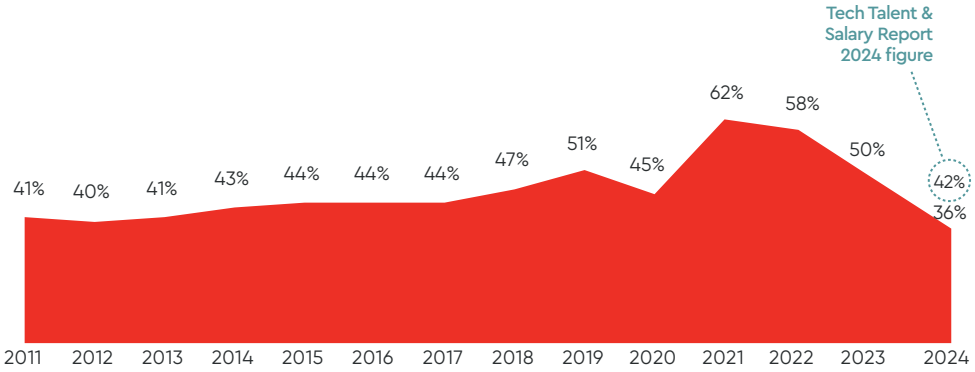
"Flexible and hybrid working along with wellbeing initiatives are no longer just a perk, but an essential element of tech talent strategy. Companies that embrace this will have the competitive edge when it comes to attracting candidates."

Jeroen Fries, Managing Director, Harvey Nash & Talent-IT, Belgium

Turning to the future, according to our Digital Leadership Report Pulse Survey, only 36 per cent of chief information officers are expecting headcount growth in the coming year, focusing more on increasing the impact of technology and operational efficiencies. The technologists in this survey are slightly more optimistic with 42 per cent expecting growth in their teams. While the focus of tech leaders may be on optimising the impact of tech, the question to ask is are the concerns of those responsible for delivering the strategy being listened to?

AI promises a huge opportunity for greater efficiencies and impact that could ease these resource challenges, but as you will see, a large proportion of companies are still adopting a wait-and-see approach, while tech teams are seeing their workload increase.

Technologists more optimistic than digital leaders when it comes to headcount increases



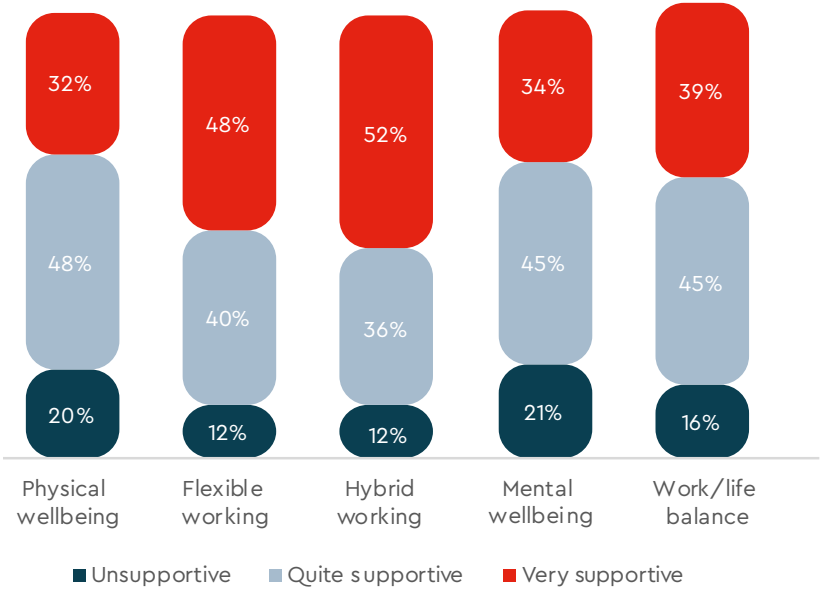
Digital Leadership Report: in the next 12 months, do you expect the size of your team to increase?

Wellbeing

The correlation between employee wellbeing and engagement and organisational performance is well recognised. Recent research by Deloitte on generation Z (born in late 1990s/early 2000s) and millennial workers (born 1981 to 1996), found that about a third stated that their job and work/life balance contribute a lot to their stress levels.[1] Promoting a culture of wellbeing is therefore something no organisation can afford to ignore.

Around 80 per cent of respondents say that their organisation is supportive of their physical and mental wellbeing. Geographically, the US and UK are doing much better in supporting mental wellbeing than their European peers – 36 per cent (US) and 38 per cent (UK) versus 25 per cent (Europe). Leading the way are the education and government sectors, with business and professional services joining construction and telecommunications at the bottom of the table. But despite some positive changes, there is clearly room for improvement when it comes to enabling people to feel comfortable speaking openly about mental health and wellbeing at work.

Wellbeing is a key priority for organisations



How supportive is your organisation in the following?

1. Deloitte, '2024 Gen Z and Millennial Survey: Living and working with purpose in a transforming world'. Published on DELOITTE.COM.

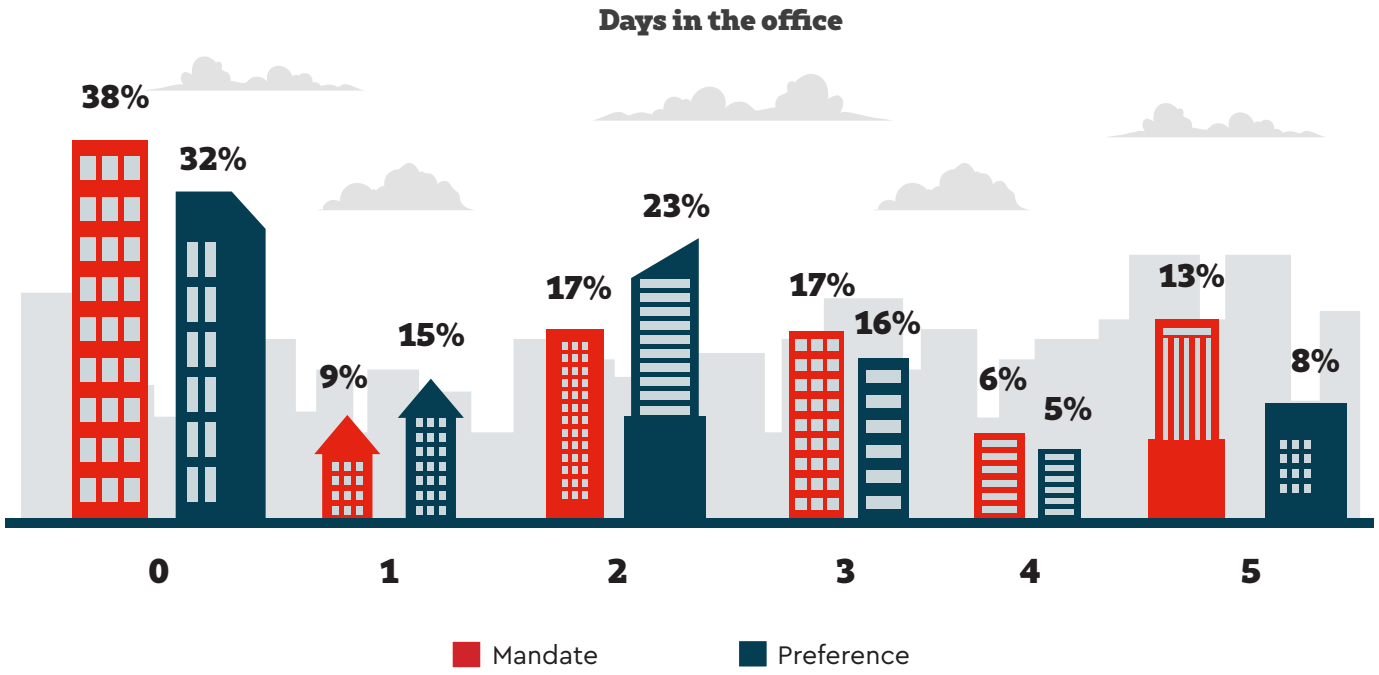
Home or office

The Covid-19 pandemic drastically changed work habits, making remote working commonplace. Over the past two years, companies have sought an effective hybrid work balance and it appears to be successful – over 85 per cent of respondents feel supported in both hybrid and flexible work arrangements.

According to our data, more than a third (38 per cent) of tech respondents never cross the threshold of the office, nor do they want to (32 per cent) while only 13 per cent are expected to be on-site every day. The median number of days workers are required to attend is two.

Women are slightly more likely than men to want to come into the office for at least one or two days. Drivers for this are unclear. However, we know that women have an increased tendency to suffer from imposter syndrome, where they may feel the need to be present or risk being overlooked from a promotion aspect.

Interestingly, and something to consider in the long term, is that according to our recent Digital Leadership Report Pulse Survey, 1 in 6 organisations has increased the number of days expected in the office, moving from two to three days to a total of three. Digital leaders believe this is working well. Currently, the balance is there, but comparing data points and decisions about increasing the number of office days could pose a future challenge when looking to retain or attract tech talent to the business. Taken together, our findings highlight just how personal hybrid working is and the need for flexibility, potentially at an individual level.



How many days a week are you asked to come into the office versus how many days would you prefer to be in the office?

LinkedIn insight

Professional Services, Technology, Information, and Media, and Financial Services are the industries offering the most flexible (remote and hybrid) work in June 2024.

Retail, Accommodation and Food Services, and Hospitals and Health Care are the industries offering the least flexible (remote and hybrid) work.

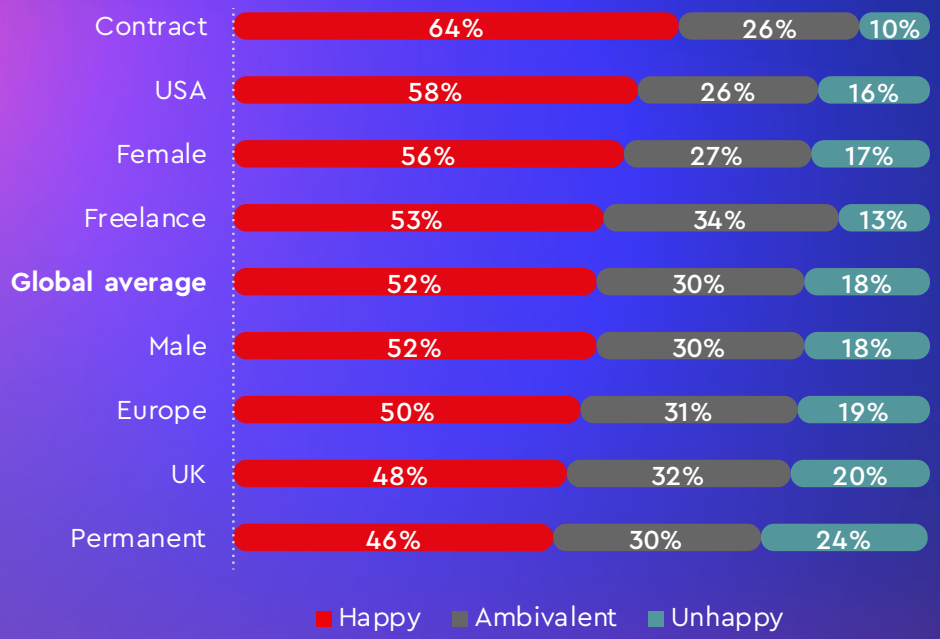
LinkedIn's Economic Graph Research Institute (July 2024).

3 Time for change

Despite some of the highest levels of job satisfaction across industries, the lure of seeking out new opportunities remains high. Nearly half of all technologists surveyed plan to leave their current role within the next 12 months.

While bigger rewards and career progression predictably rank high as reasons for wanting to move, almost a third are also seeking an alternative company culture. This is a trend that is consistent among employees in organisations of all sizes.

USA leads the way for job satisfaction



How happy are you in your current role?

Job satisfaction

Most leaders understand that an engaged and happy workforce means improved levels of performance and creativity, and luckily, the technology industry consistently ranks near the top for job satisfaction globally. Key factors include above-average pay, abundant job opportunities, flexibility and meaningful, challenging work. On average just over half of respondents cite that they are happy in their role. Women, contracting in the US are the most likely to report job satisfaction. Indeed, women technologists are eight per cent more likely than men to be satisfied in their role. This is a statistic we have reported before and suggests that for women, to know tech is to love it. But given the glacial growth of women making tech their home, it seems not enough companies are hearing this message.

When we explore employment type in more detail, permanent employees appear to be almost twice as likely to be unhappy than their contractor or freelance peers, which begs the question of whether there is a sense of inertia and inevitability that comes with permanent employment, or a direct link to many of the resource and skills factors already outlined.

“Technologists' expectations of their roles and companies are changing. After pay, satisfaction in flexible work environments, benefits, work-life balance, and positive corporate culture are high on their list of demands. Even with tech talent availability returning to pre-pandemic norms, businesses must adapt to these evolving needs to attract and retain top tech talent effectively.”

Jason Pyle, President & Managing Director Harvey Nash USA & Canada

Jumping ship

The world of work has changed significantly as a result of technology and globalisation. Employees used to be satisfied with job security, even when company culture wasn't particularly good. Nowadays jobs aren't for life and employees are looking for employment in companies that have meaningful purpose, values and a sense of responsibility.

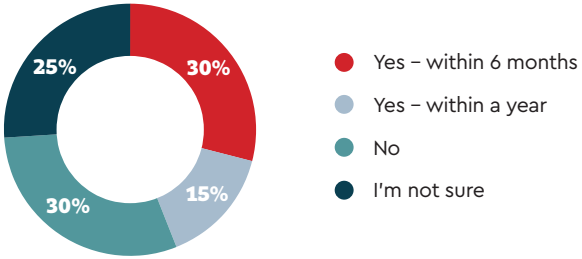
LinkedIn insight

Across LinkedIn globally, attrition rates have decreased by 26% year-over-year, and by 37% since attrition rates peaked during the Great Reshuffle in August 2022.

LinkedIn's Economic Graph Research Institute (May 2024).

Though some attrition is beneficial for an organisation, even minimal turnover can pose difficulties. Higher attrition amplifies these issues, leading to hiring costs, disrupted team dynamics, extra workload for remaining staff and lost knowledge. Understanding and tackling these challenges is crucial for maintaining a stable and successful workplace.

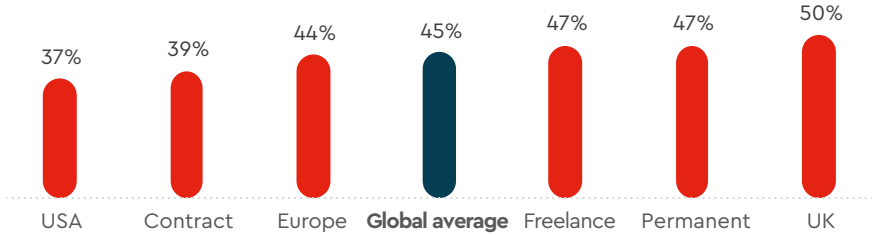
Tech talent exodus?



Do you plan to leave your organisation?

Our research suggests that organisations might soon face significant turnover if intentions hold true. In this survey, 45 per cent of technologists plan to leave within a year. Many are already grappling with resource challenges. This restlessness is most notable among permanent tech staff, especially in the UK, where half are looking for new opportunities.

More UK technologists are thinking of leaving their role

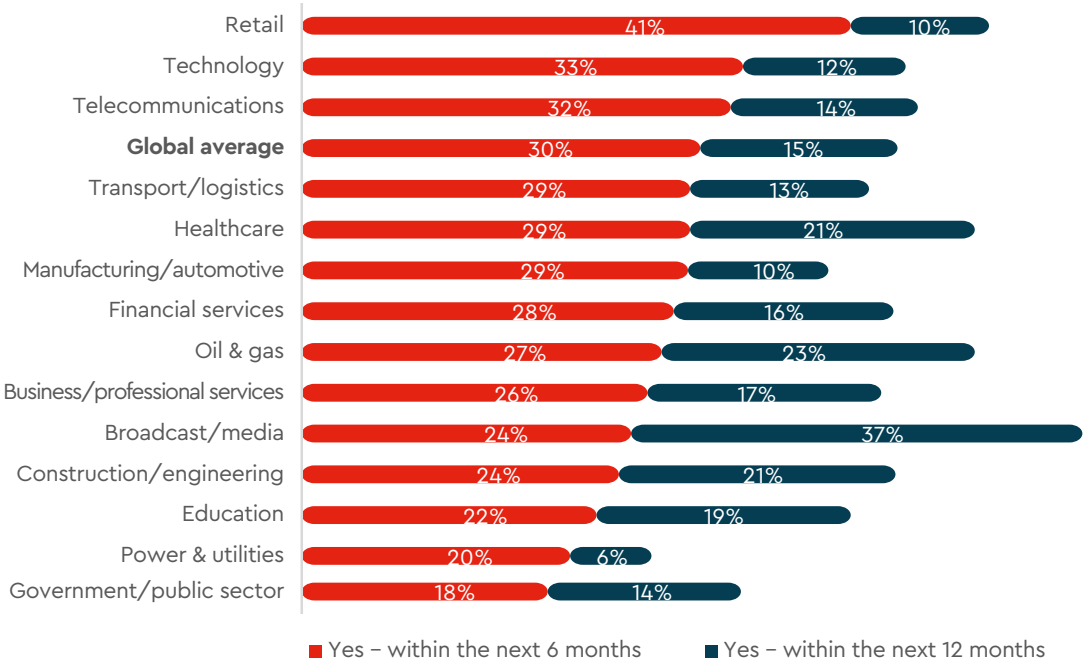


Do you plan to leave your organisation? Yes

The main driver for wanting to leave is money, with 43 per cent seeking career advancement with a change of organisation. Interestingly, 31 per cent of respondents cite their company culture as the impetus for change but culture in its widest context includes everything from work hours to behaviours so it is impossible to drill down into the detail. What is clear is that employers need to consider the impact that company culture has on both retaining current skills and attracting future talent.

Employees working in smaller organisations (those with annual turnover less than US$50 million) are more likely to report cultural issues than their peers from larger organisations.

All sectors face a potential retention challenge



Do you plan to leave your organisation?

When it comes to the biggest draw to a new role all regions agree that pay is the biggest factor. However European respondents want more flexible working hours and interesting projects than their peers in the US and UK.

Whether staying or leaving, respondents are keeping their skills relevant in a variety of ways. The vast majority (86 per cent) are taking part in some form of self-learning and almost half regularly attend conferences, workshops and other events.

Top 5 attractors in a new role

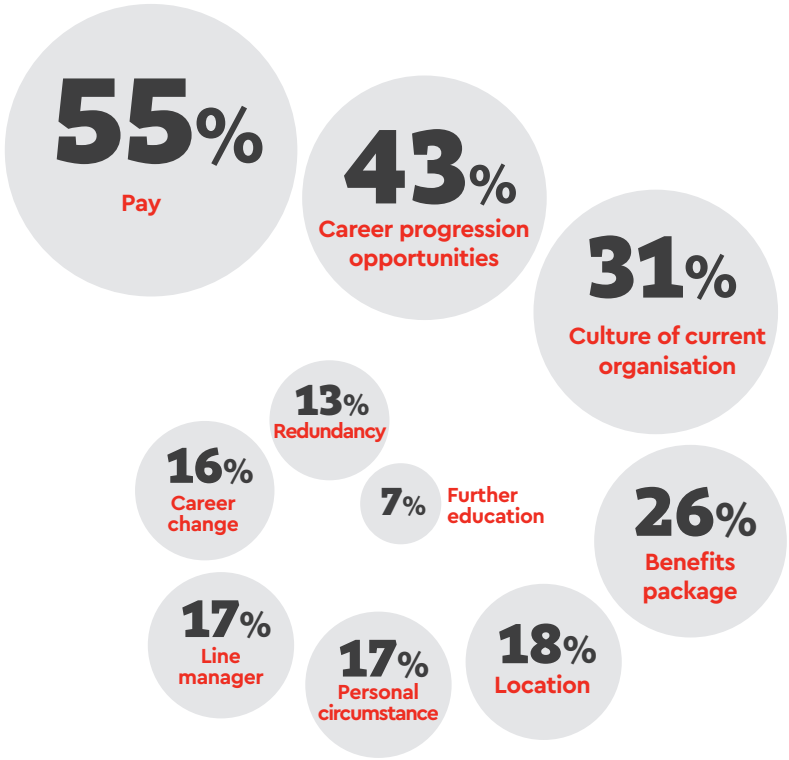
	UK	US	Europe
1	Good remuneration/pay	Good remuneration/pay	Good remuneration/pay
2	Work from anywhere policy	Healthcare benefits	Flexible working hours
3	A strong culture and leadership	Work from anywhere policy	Work from anywhere policy
4	Career progression opportunities	Paid time off	Career progression opportunities
5	Flexible working hours	Flexible working hours	Impactful, interesting projects

LinkedIn insight

Companies whose employees excelled at developing skills in the last 12 months have a 15% higher internal mobility rate than companies whose employees lagged.

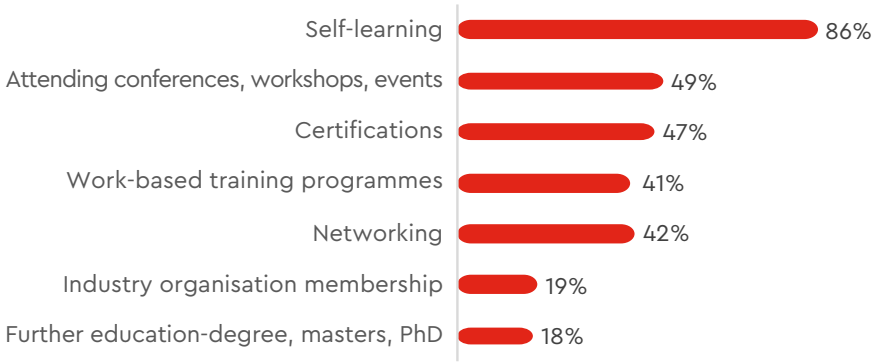
LinkedIn Global Talent Trends (October 2023).

Reason for leaving



If yes, why are you looking to leave? Please select all that apply.

Self-learning leads the way in keeping tech skills relevant



How do you keep your skills relevant? Please tick all that apply.

Most In Demand jobs vs. the Fastest Growing jobs in the Technology, Internet and Media Industry Globally– April 2024 – June 2024

Most In Demand Jobs in the Technology, Internet and Media Industry	QoQ Growth
Software Engineer	20%
Project Manager	1%
Data Engineer	15%
Account Executive	11%
Product Manager	23%
Solutions Architect	23%
Full Stack Engineer	4%
Salesperson	17%
Account Manager	11%
Business Analyst	0%

The jobs in most demand in Q2 are Software Engineer, Project Manager, and Data Engineer.

However, compared to last quarter companies in the industry have an increasing need for Administration and Technical roles.

If companies are hiring these roles expect competition.

Fastest Growing Jobs in the Technology, Internet and Media Industry	QoQ Growth
Administrative Assistant	254%
Technical Support Engineer	125%
Technical Program Manager	90%
Artificial Intelligence Engineer	73%
Customer Service Specialist	66%
Database Administrator	66%
Engineering Manager	64%
Sales Specialist	58%
Software Engineering Manager	57%
Site Reliability Engineer	40%

Date: Current Quarter data is April 2024 – June 2024, Prior Quarter is Jan 2024 – Mar 2024. Companies in the Technology, Internet and Media industry job postings only.

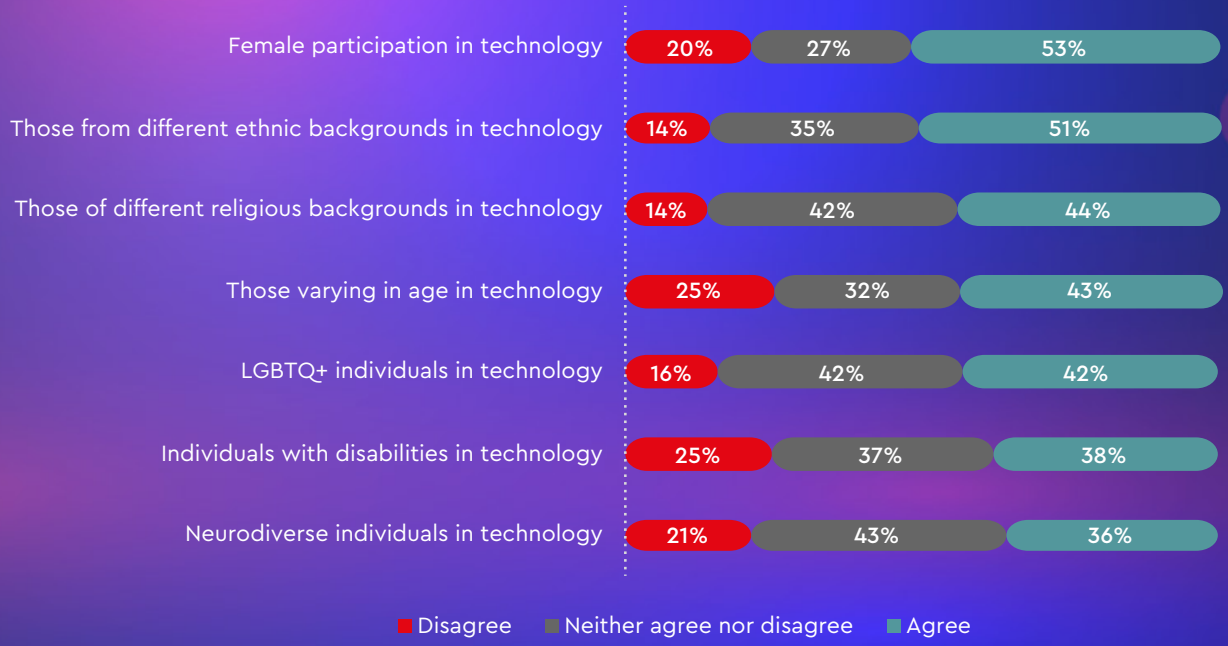
LinkedIn

4 The inclusive workplace

Our research reveals a paradox: technologists appear to be satisfied with the policies and approaches used to promote diversity, equity and inclusion (DE&I), and yet the sector continues to lack diversity, especially in gender. Part of this might be explained by the respondent pool, which is mostly male. And while few men would argue that a more diverse sector is a bad thing, it may be the case that DE&I simply isn't a topic that is high on their agenda.

One thing is for sure, respondents feel operating in a meritocracy is important. This is great, but 'meritocracy' is quite a complex thing and has its own rules and potential biases. What are these rules? Who sets them?

Is the tech sector doing enough to promote DE&I?



To what extent do you agree with the following statements: the tech sector is doing enough to promote...

Prioritise diversity

Inclusion has been a hot topic for many years now and the research outlining the organisational benefits of diversity are many. That said, DE&I budgets are some of the first to be scaled back during economic headwinds. To illustrate this point both Google and Meta have downsized programmes that fell under DE&I investment according to sources talking to US business news channel CNCB.[2]

This may not be an issue according to our findings, with 83 per cent of respondents believing that their organisation supports workplace diversity adequately, regardless of gender, age or ethnicity. Essentially, being a minority doesn't affect positive perceptions of DE&I. However, tech workers do seem more concerned about age, disability and neurodiversity than gender and race.

2. CNBC, 'Tech companies like Google and Meta made cuts to DEI programs in 2023 after big promises in prior years'. Published on CNBC.COM.

"The rapid progress of AI is changing society, yet it's vital to develop and implement AI responsibly, emphasising varied data and inclusive results. We must prioritise diversity to prevent repeating past errors where many tech initiatives were created by and for white men."

Frederieke Schmidt Crans
Managing Director, Harvey Nash Netherlands

One point worth flagging is that cuts like those at the tech giants, come at a time when companies are forging ahead on the biggest technology shift in a decade: AI. If diverse people are not included in AI development, that may result in even greater power imbalances for both employees, as well as end users.

Encouraging diversity and inclusion within your organisation is crucial to developing an inclusive, international corporate culture. But to ensure that the workplace benefits everyone individually, establishing specific diversity goals is essential. According to respondents, achieving DE&I objectives is best supported by implementing formal mentorship programmes and enhancing hiring procedures rather than relying solely on formal DE&I committees within the company.

LinkedIn insight

Men's median network strength is 8.3 percentile points higher than women's. This arises from men having larger networks and more connections to more senior people in related industries.

LinkedIn's Economic Graph Research Institute (July 2024).

In 2022, the global hiring rate for women into leadership roles topped 38%. It has fallen each year since and is now down to 36%. This decline should set off alarm bells across sectors and countries; female representation at the leadership level has risen by less than 1% in six years (30.9% to 31.7%).

World Economic Forum, Global Gender Gap Report

Ways to build diverse tech teams

What do you think can be done to build more diverse tech teams?

When it comes to gender, women are significantly keener on changing the hiring process than their male counterparts (63 per cent versus 54 per cent). This could imply that they feel more disadvantaged at this stage.

As for where the responsibility for building more diverse tech teams falls, 32 per cent of technologists feel that this sits with leadership, but a similar proportion (30 per cent) feel that the onus is on all employees.

Whoever is championing inclusion, when tech companies fail to represent the diversity of the society in which they operate, they miss out on the rich insights and perspectives necessary to create truly customer-centric products. This oversight can lead to a failure in understanding and catering to a wide array of customer needs, ultimately impacting the company's bottom line.

LinkedIn insight

To apply for a job, women feel they need to meet 100 per cent of the criteria while men usually apply after meeting about 60 per cent.

LinkedIn Gender Insights Report.

"You can't be what you cannot see"

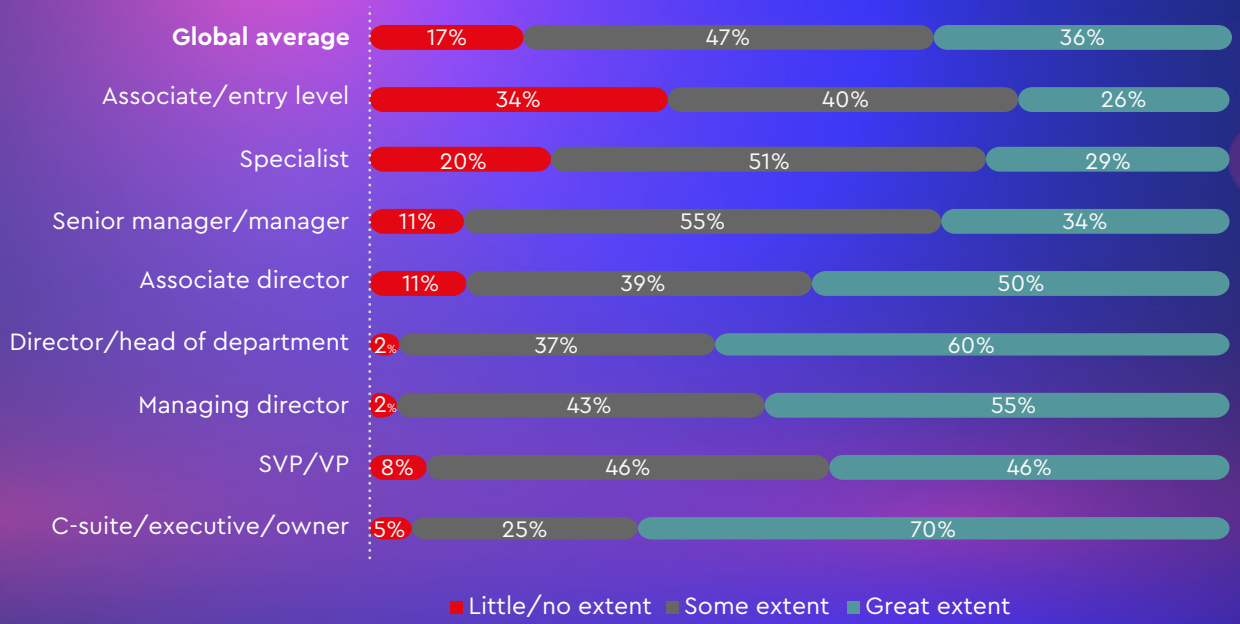
Respondents' comments on diversity

5 Tools of the job

Without a doubt, working in tech is empowering. Even junior employees feel that they have the ability to influence. It also never stands still, with new technologies emerging constantly. The challenge is not one of innovation, but one of adoption and keeping pace.

As we predicted in our 2023 Digital Leadership Report, automation is now viewed as equally important as cloud for achieving business goals. While finding the right people to move AI forward remains similar to last year, the cultural resistance to change has fallen back considerably. The real scramble now appears to be for finding the right tools and the budget to invest in them.

Role influence on strategy & decision-making



To what extent does your role influence the technology strategy and decision-making?

Agile working

Technology is evolving at a furious pace, and organisations and their tech teams are under pressure to keep up. Gaining a competitive advantage can mean making quick and complex decisions without all the information to hand.

Our research clearly shows that tech teams feel empowered to influence strategy and decision-making regardless of their seniority – an aspect worth highlighting in recruitment efforts. Two-thirds of junior technicians believe they can impact tech strategy and decision-making, which isn't a million miles behind their specialist peers at 79 per cent.

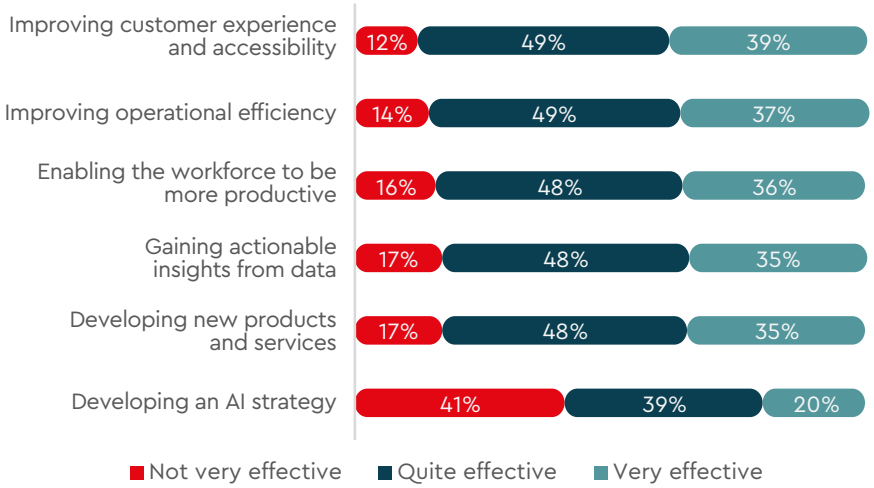
"Unsurprisingly, AI is dominating the tech landscape right now. With organisations moving from the why to the how, it's important to focus on skills in the broadest context; the tech skills needed to really drive innovation around these technologies and the upskilling of all employees to truly embrace and realise their value."

James Baker, Managing Director
Harvey Nash Germany

Certainly, our research shows that tech teams feel confident that they are supporting their organisations with a wide range of strategic priorities including customer experience and operational efficiency.

Eighty-three per cent of respondents believe they are skilled at deriving insights from data, with those in the retail sector feeling the most assured. Technologists in the education sector feel they are lagging behind on new products and services, while broadcast & media are ahead as companies compete for valuable subscription revenue. To bring this to life, throughout its 27-year history, Netflix has significantly transformed from a DVD-rental-by-mail service to a streaming platform with over 260 million viewers today, a change driven by data and product innovation.

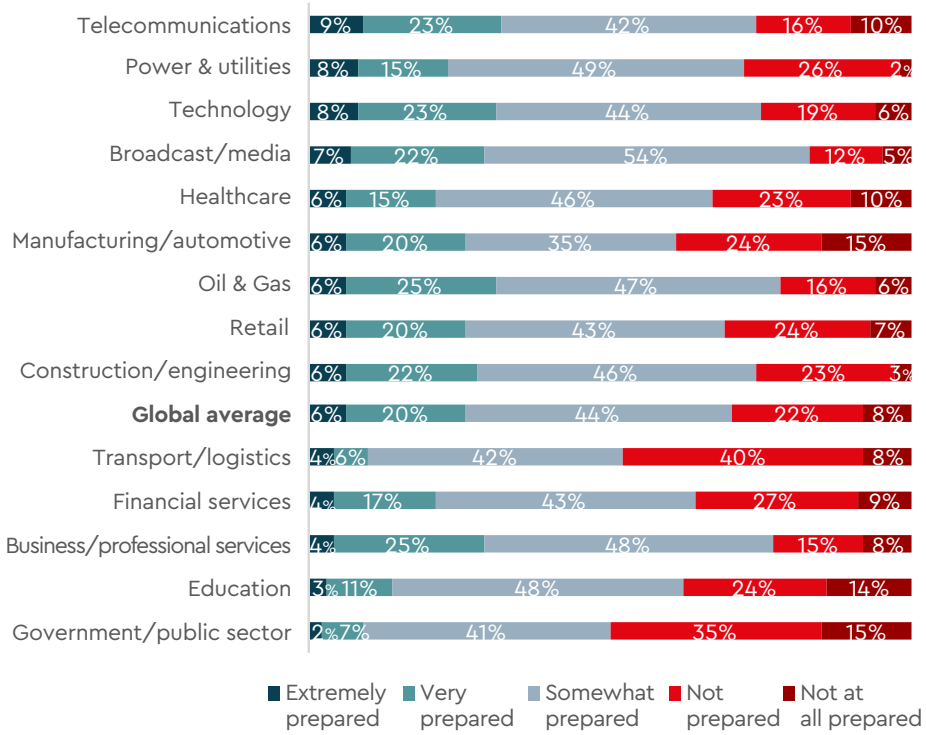
Driving performance through technology



How effective do you feel your tech team is in supporting your organisation with the following business aims?

The outlier in this generally positive scenario is the new wild west of AI where 41 per cent of technologists report struggling with how to develop an AI strategy. Government respondents report being the least prepared, possibly due to extensive legislation or deployment complexity. Certainly, splicing the legacy systems prevalent in such organisations with the bleeding-edge of technology poses its own issues.

Organisations are still struggling with a clear AI strategy



To what extent do you feel your organisation is prepared for the demands of generative AI?

LinkedIn insight

Over the past eight years, hiring of technical AI talent on LinkedIn has increased 323%. Additionally, the number of companies with a Head of AI position has tripled in the past five years globally, growing by more than 28% in 2023 alone.

75% of knowledge workers across the world use generative AI (GAI) at work, with usage doubling in just the past six months. However, 78% of those GAI users are bringing their own tools to work rather than using company-provided ones.

Early reports from power users — those who use AI extensively — is that the technology makes their overwhelming workload more manageable (92%), boosts their creativity (92%), and helps them focus on the most important work (93%).

2024 Work Trend Index Annual Report from Microsoft and LinkedIn: AI at work is here. Now comes the hard part.

In with the new

Innovating using cutting-edge software has always been a key part of tech strategy. Our research shows a wide range of approaches to emerging tech, with the UK adopting a more cautious stance; over a third (34 per cent) of organisations are taking a wait-and-see approach to AI.

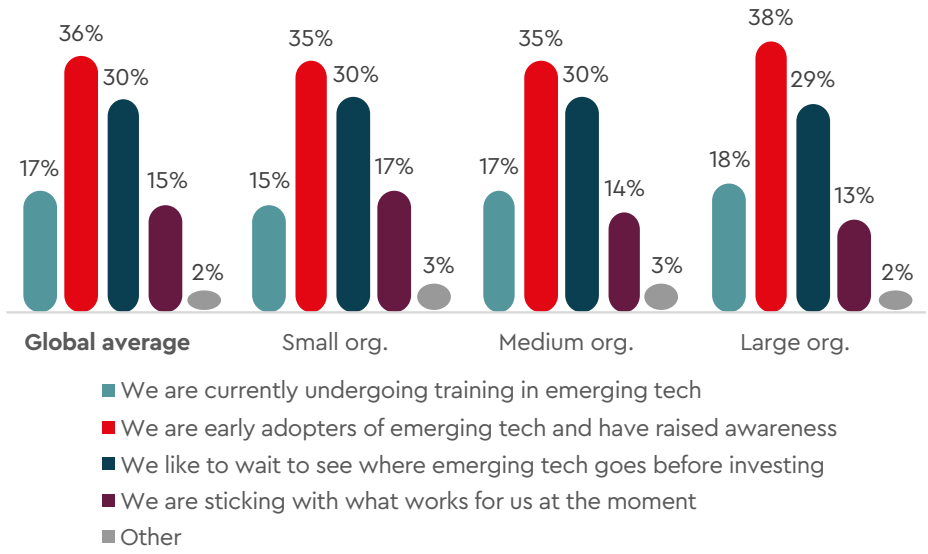
In the US, over half (54 per cent) are either currently receiving training or consider themselves as early adopters. Globally, 15 per cent of respondents prefer to stick with their current practices. However, when it comes to GAI, almost every organisation acknowledges that it has been a steep learning curve.

When technology is changing so quickly, it can be tempting to wait and see where things land. But with GAI, the early winners could be those who are experimenting, learning, and building at scale.

When it comes to achieving business goals through emerging tech, well-established technologies such as cloud are finding their top position challenged by the relatively new upstarts of AI and big data.

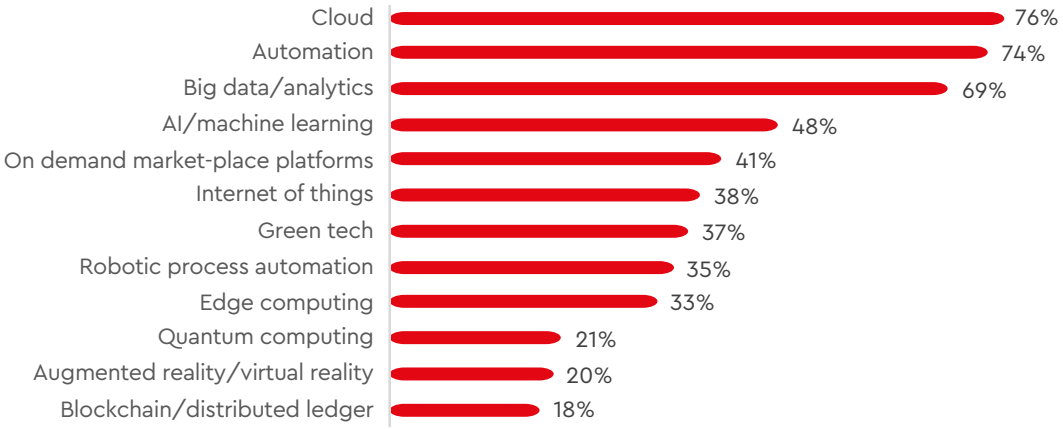
However, cloud will remain important. Over the past 15 years, most enterprise software has transitioned to cloud-centric architectures, a trend that will continue with AI. While some models may need to run locally for performance or security reasons, the importance and pace of incorporating AI into workflows makes cloud architectures essential and data growth exponential.

Preparedness for emerging tech



How are you preparing for new technology/emerging tech?

Cloud remains key for achieving business goals



How important are these technologies in helping your organisation to realise your business goals?

AI and automation

Moving forward, GAI is set to permeate all aspects of work. It will enable augmentation and automation, lead to the redefinition of roles and organisations, and foster new job categories. And our research shows that 30 per cent of respondents feel somewhat unprepared for its impacts.

LinkedIn insight

LinkedIn predicts the skillsets required for jobs globally will change by as much as 68% by 2030.

Global Gender Gap Report. World Economic Forum.

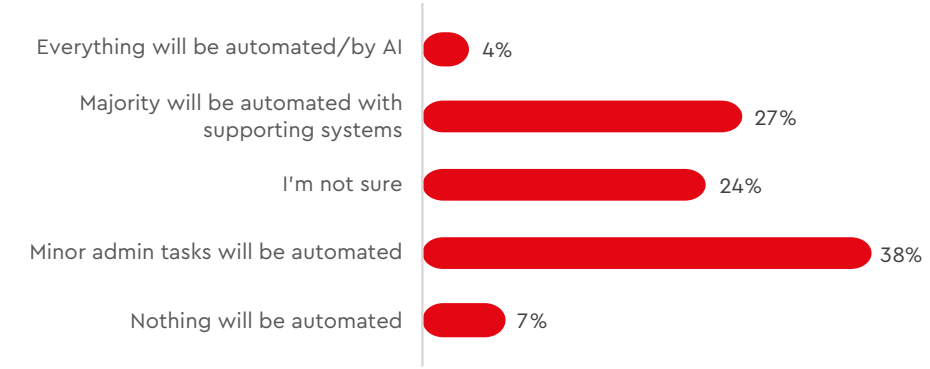
Diffusion and adoption of AI may be slower because of its complexity but GAI is poised to transform roles and boost performance across functions such as sales and marketing, customer operations and software development. In the process, it could unlock trillions of dollars in value across sectors from banking to life sciences.

According to Microsoft's recent Workforce Survey in May 2024, three-quarters of respondents were using GAI in their daily work – a figure that has nearly doubled since January. This is confirmed in our recent Digital Leadership Report Pulse Survey that showed that three-quarters of organisations have deployed GAI to at least some extent to their employees, and 1 in 5 has deployed it enterprise-wide.

When it comes to the impact of automation on roles, almost a third of technologists (31 per cent) said that they thought a major part of their role would be automated or it would disappear altogether. This outlook is already being confirmed by some big names in tech, SAP said recently that 8,000 jobs will be "impacted" by a large-scale shift in company priorities towards GAI and Google's ad sales team lost several hundred staff from its large customer department, as part of the company's move to automate some jobs with machine learning.

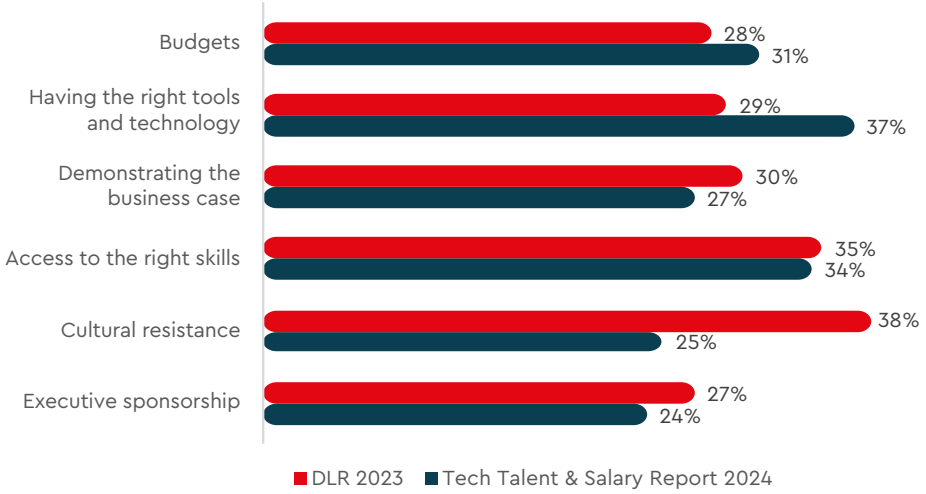
Microsoft, 'AI at work is here. Now comes the hard part'. Published on MICROSOFT.COM.

Will my job be automated in the next 5 years?



To what extent do you agree or disagree with the following statement: 'Within the next 5 years a significant part of my job will be performed by automation or AI?

Hurdles to effective automation strategy



What are the most significant hurdles in achieving an effective automation strategy? Please select your top 2.

Constant reskilling: Most of the fastest growing AI skills are not the current top skills, indicating top AI skills will continue to evolve.

Fastest Growing AI Skills on LinkedIn (Technology, Internet and Media Industry):			Current AI Skill Rank *(n members)*
1	Responsible AI	8.6x	42
2	Large Language Models (LLM)	7.1x	12
3	Generative AI	5.3x	8
4	Prompt Engineering	5.3x	20
5	ChatGPT	3.9x	19
6	GPT-4	3.6x	45
7	Time Series Forecasting	3.5x	49
8	MLOps	2.4x	23
9	k-means clustering	2.2x	47
10	Generative Adversarial Networks (GANs)	2.1x	48
11	Supervised Learning	2.1x	22
12	Chatbot Development	2.1x	26
13	Unsupervised Learning	2.1x	28
14	Random Forest	2.0x	40
15	Chatbots	1.9x	30
16	Artificial Intelligence (AI)	1.9x	2
17	Decision Trees	1.8x	33
18	Sentiment Analysis	1.8x	38
19	Machine Learning Algorithms	1.8x	15
20	Convolutional Neural Networks (CNN)	1.8x	16

YoY growth represents the percentage change in the number of members who have explicitly added these skills to their profile (Sep 2023 – Aug 2024), compared to the number of members who had added the skill to their profile one year prior (Sep 2022 – Aug 2023). Current rank is out of 139 AI skills, based on LinkedIn member profiles as of Aug 2024.

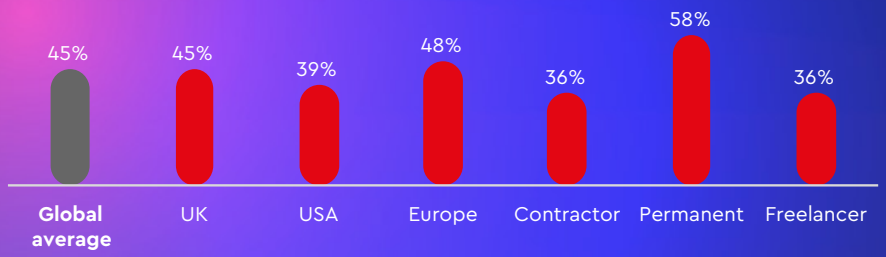
Top 20 Most Common AI Skill

6 Salary shifts

Tech careers continue to reward well, even against the backdrop of macro-economic factors, as organisations seek out highly skilled tech professionals to drive performance.

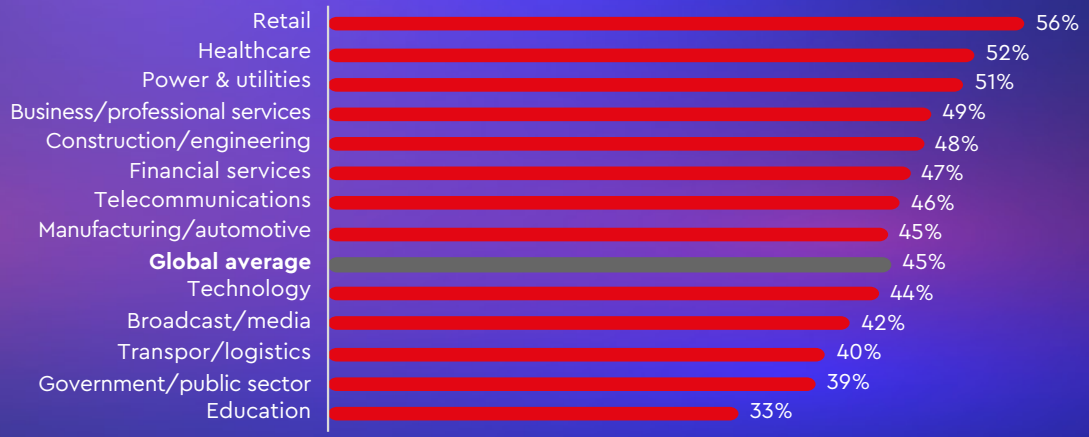
Since our last survey we've seen a big swing in both the sectors and specialisms most likely to award pay rises, reflecting the dynamic nature of the sector and the importance of retaining talent.

Pay rises continue to be awarded



Have you received a pay increase in the last 12 months?

Retail leads the way for pay rises



Have you received a pay increase in the last 12 months?

In-demand skills

Despite the economic headwinds and businesses taking a cautious approach, there have been pay rises for 45 per cent of tech professionals. Geographically, those working in Europe were more likely to have received a pay rise in the last 12 months (48 per cent), while technologists working in the US were least likely to have received any form of salary increase (39 per cent). That said, these increases have been modest, with 39 per cent under the global rate of inflation, highlighting the challenges businesses have faced globally in the face of record inflation figures.

Technologists in the retail sector are the most likely to have received a salary increase (56 per cent) and those in the education sector the least (33 per cent). This could be a result of the lingering effects of the Covid-19 pandemic years, which saw e-commerce explode and the ongoing challenges the education sector faces both in terms of reduced student populations, budget challenges and the need to transform to meet the demands of today's student populations.

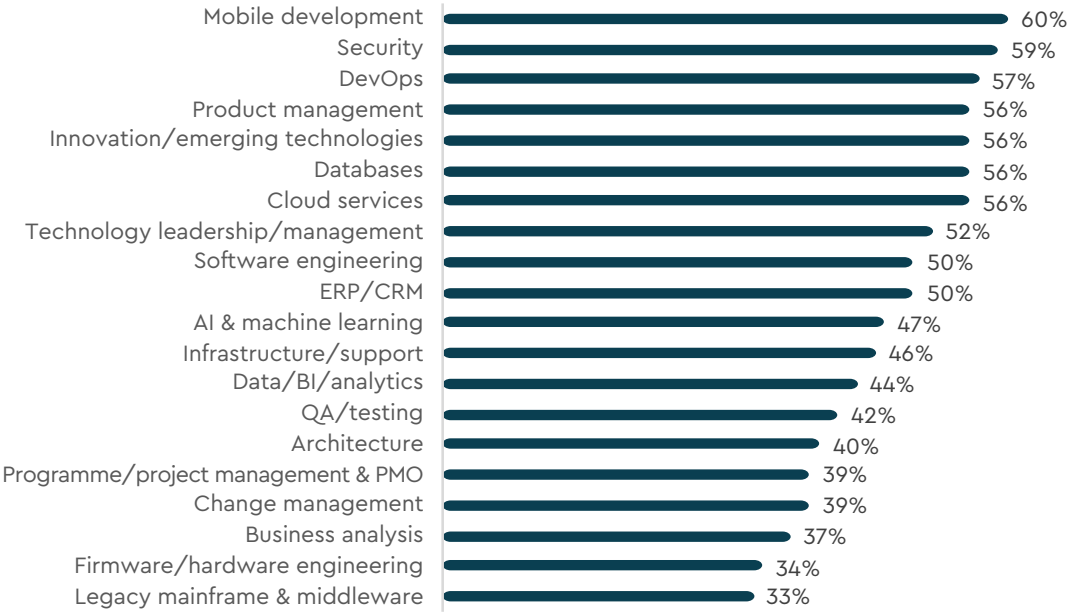
"Salaries depend on many factors, including business and individual performance along with economic factors. At a global level, we've seen almost 50 per cent of those working in the sector receive pay rises. Mobile development leads the way, however one of the biggest changes from our last survey is security, which as we predicted, is now in second place for pay rises, highlighting just how much and how quickly in-demand skills change in the sector."

Damian Uzarek, Country Manager, Harvey Nash Poland

The specialism you work in also appears to have an impact on your chances of receiving a pay rise. Overall, our data presents a positive picture with over 50 per cent of technologists receiving a pay rise across 10 specialisms. Unsurprisingly, many of those areas are where we see the biggest skills shortage, suggesting that pay rises are being used to retain top tech skills.

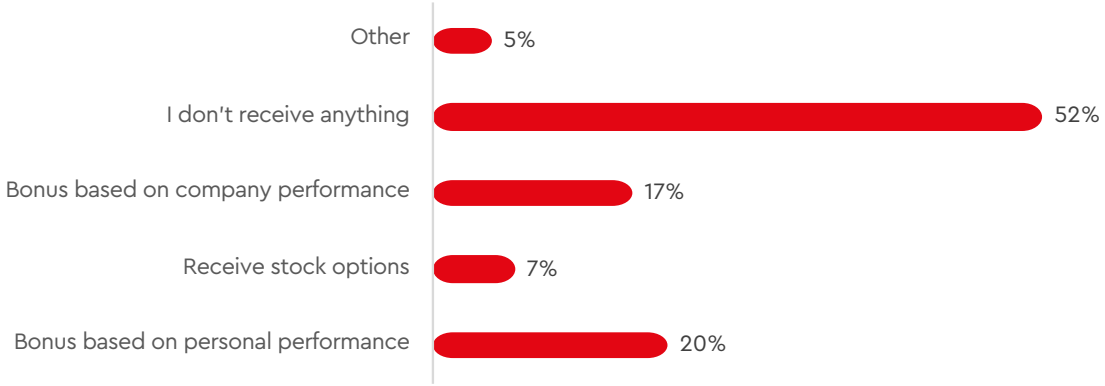
As for additional monetary compensation, the majority of respondents (52 per cent) receive no additional monetary compensation on top of their pay. As you might expect, this expands to 76 per cent of contractors and 61 per cent of freelancers.

Mobile development leads the way for pay rises



Have you received a pay increase in the last 12 months?

Additional compensation



What other compensation do you receive?

Salary tables

The following salary tables provide information on permanent tech salaries and contractor day rates across a number of key specialisms, excluding senior/executive leadership positions.

We encourage you to contact our experienced and knowledgeable consultant teams for detailed information on specific job roles, locations and experience levels including specific qualifications or specialisms.

Germany

Permanent/ANU

Specialism	Lower quartile	Median	Upper quartile
AI & machine learning	€65,000	€75,000	€85,000
Architecture	€85,000	€105,000	€125,000
Business analysis	€70,000	€85,000	€100,000
Change management	€85,000	€105,000	€125,000
Cloud services	€60,000	€72,500	€85,000
Data/BI/analytics	€80,000	€95,000	€110,000
Databases	€65,000	€77,500	€90,000
DevOps	€80,000	€95,000	€110,000
ERP/CRM	€70,000	€82,500	€95,000
Firmware/hardware engineering	€60,000	€75,000	€90,000
Infrastructure/support	€50,000	€65,000	€80,000
Innovation/emerging technologies	€75,000	€87,500	€100,000
Legacy mainframe & middleware	€75,000	€85,000	€95,000
Mobile development	€60,000	€70,000	€80,000
Product management	€75,000	€92,500	€110,000
Programme/project management & PMO	€65,000	€95,000	€125,000
QA/testing	€65,000	€72,500	€80,000
Security	€85,000	€105,000	€125,000
Software engineering	€65,000	€75,000	€85,000
Technology leadership/management	€90,000	€120,000	€150,000
Web design & development	€50,000	€65,000	€80,000

Freelance

Specialism	Lower quartile	Median	Upper quartile
AI & machine Learning	€700	€800	€960
Architecture	€710	€870	€1,030
Business analysis	€800	€960	€1,120
Change management	€640	€800	€960
Cloud services	€640	€800	€960
Data/BI/analytics	€560	€720	€880
Databases	€560	€640	€800
DevOps	€560	€640	€800
ERP/CRM	€640	€800	€960
Firmware/hardware engineering	€560	€720	€800
Infrastructure/support	€400	€500	€600
Innovation/emerging technologies	€640	€800	€960
Legacy mainframe & middleware	€580	€720	€860
Mobile development	€560	€640	€720
Product management	€600	€720	€840
Programme/project management & PMO	€480	€640	€800
QA/testing	€480	€640	€800
Security	€560	€720	€880
Software engineering	€560	€720	€880
Technology leadership/management	€800	€960	€1,120
Web design & development	€400	€500	€600

Ireland

Permanent roles

Specialism	Lower quartile	Median	Upper quartile
AI & machine learning	€80,000	€95,000	€130,000
Architecture	€85,000	€100,000	€140,000
Business analysis	€60,000	€75,000	€90,000
Change management	€60,000	€75,000	€90,000
Cloud services	€90,000	€110,000	€140,000
Data specialisms	€100,000	€110,000	€130,000
Databases	€75,000	€95,000	€120,000
DevOps	€75,000	€90,000	€120,000
ERP/CRM	€90,000	€110,000	€150,000
Firmware/hardware engineering	€60,000	€80,000	€100,000
Infrastructure/support	€50,000	€70,000	€90,000
Innovation/emerging technologies	€80,000	€110,000	€140,000
Legacy mainframe & middleware	€70,000	€80,000	€90,000
Mobile development	€70,000	€90,000	€120,000
Product management	€75,000	€110,000	€140,000
PMO	€60,000	€90,000	€120,000
Programme/project management & PMO	€85,000	€100,000	€130,000
QA/testing	€50,000	€70,000	€90,000
Security	€75,000	€110,000	€140,000
Software engineering	€70,000	€95,000	€120,000
Technology leadership/management	€110,000	€140,000	€200,000
Web design & development	€70,000	€95,000	€120,000

Contractor roles

	Lower quartile	Median	Upper quartile
AI & machine learning	€500	€700	€1,000
Architecture	€600	€780	€1,000
Business analysis	€450	€650	€800
Change management	€450	€650	€800
Cloud services	€600	€800	€1,000
Data/BI/analytics	€400	€500	€800
Databases	€450	€550	€750
DevOps	€550	€750	€850
ERP/CRM	€600	€700	€800
Firmware/hardware engineering	€450	€500	€600
Infrastructure/support	€300	€500	€600
Innovation/emerging technologies	€500	€700	€900
Legacy mainframe & middleware	€300	€400	€500
Mobile development	€550	€750	€1,000
Product management	€550	€700	€850
PMO	€500	€600	€800
Programme/project management & PMO	€550	€650	€800
QA/testing	€400	€500	€700
Security	€500	€650	€800
Software engineering	€450	€600	€800
Technology leadership/management	€1,000	€1,500	€2,000
Web design & development	€450	€600	€800

Poland

Permanent roles

Specialism	Lower quartile	Median	Upper quartile
AI & machine learning	PLN 204,000	PLN 300,000	PLN 396,000
Architecture	PLN 336,000	PLN 420,000	PLN 504,000
Business analysis	PLN 156,000	PLN 216,000	PLN 276,000
Change management	PLN 117,500	PLN 185,000	PLN 276,000
Cloud services	PLN 168,000	PLN 252,000	PLN 336,000
Data/BI/analytics	PLN 124,500	PLN 230,500	PLN 336,000
Databases	PLN 144,000	PLN 216,000	PLN 324,000
DevOps	PLN 180,000	PLN 252,000	PLN 336,000
ERP/CRM	PLN 156,000	PLN 240,000	PLN 324,000
Firmware/hardware engineering	PLN 144,000	PLN 228,000	PLN 288,000
Infrastructure/support	PLN 90,000	PLN 204,000	PLN 276,000
Innovation/emerging technologies	PLN 180,000	PLN 300,000	PLN 540,000
Legacy mainframe & middleware	PLN 192,000	PLN 252,000	PLN 300,000
Mobile development	PLN 180,000	PLN 255,000	PLN 312,000
Product management	PLN 204,000	PLN 310,000	PLN 384,000
Programme/project management & PMO	PLN 156,000	PLN 252,000	PLN 324,000
QA/testing	PLN 120,000	PLN 204,000	PLN 288,000
Security	PLN 192,000	PLN 264,000	PLN 432,000
Software engineering	PLN 156,000	PLN 264,000	PLN 372,000
Technology Leadership/management	PLN 300,000	PLN 384,000	PLN 660,000
Web design & development	PLN 156,000	PLN 264,000	PLN 372,000

Contractor roles

Specialism	Lower quartile	Median	Upper quartile
AI & machine learning	PLN 1,100.00	PLN 1,350.00	PLN 1,700.00
Architecture	PLN 1,400.00	PLN 1,600.00	PLN 2,080.00
Business analysis	PLN 680.00	PLN 1,000.00	PLN 1,280.00
Change management	PLN 600.00	PLN 900.00	PLN 1,150.00
Cloud services	PLN 750.00	PLN 1,300.00	PLN 1,600.00
Data/BI/analytics	PLN 600.00	PLN 900.00	PLN 1,400.00
Databases	PLN 600.00	PLN 850.00	PLN 1,350.00
DevOps	PLN 720.00	PLN 1,200.00	PLN 1,600.00
ERP/CRM	PLN 600.00	PLN 1,000.00	PLN 1,350.00
Firmware/hardware engineering	PLN 800.00	PLN 1,100.00	PLN 1,280.00
Infrastructure/support	PLN 700.00	PLN 800.00	PLN 1,100.00
Innovation/emerging technologies	PLN 750.00	PLN 1,250.00	PLN 2,250.00
Legacy mainframe & middleware	PLN 800.00	PLN 1,100.00	PLN 1,280.00
Mobile development	PLN 880.00	PLN 1,200.00	PLN 1,400.00
Product management	PLN 1,000.00	PLN 1,250.00	PLN 1,800.00
Programme/project management & PMO	PLN 640.00	PLN 920.00	PLN 1,160.00
QA/testing	PLN 500.00	PLN 1,000.00	PLN 1,360.00
Security	PLN 850.00	PLN 1,300.00	PLN 1,800.00
Software engineering	PLN 800.00	PLN 1,400.00	PLN 1,900.00
Technology leadership/management	PLN 1,240.00	PLN 1,800.00	PLN 2,750.00
Web design & development	PLN 760.00	PLN 1,120.00	PLN 1,650.00

UK

Permanent roles

Specialism	Lower quartile	Median	Upper quartile
AI & machine Learning	£65,000	£87,500	£130,000
Architecture	£62,500	£87,500	£175,000
Business analysis	£45,000	£65,000	£90,000
Change management	£70,000	£144,000	£185,465
Cloud services	£60,000	£87,500	£144,000
Data specialisms	£58,000	£100,560	£150,000
Databases	£55,000	£104,624	£122,899
DevOps	£60,000	£87,500	£140,000
ERP/CRM	£70,000	£95,000	£140,000
Firmware/hardware engineering	£61,774	£77,000	£98,529
Infrastructure/support	£32,000	£46,349	£72,000
Innovation/emerging technologies	£95,000	£150,000	£200,000
Legacy mainframe & middleware	£70,000	£80,000	£90,000
Mobile development	£60,000	£90,000	£120,000
Product management	£50,000	£70,000	£87,500
PMO	£40,000	£65,000	£92,000
Programme/project management & PMO	£50,000	£75,000	£110,000
QA/testing	£43,000	£62,000	£72,000
Security	£60,000	£85,000	£125,000
Software engineering	£55,000	£87,500	£120,000
Technology leadership/management	£87,500	£125,000	£250,000
Web design & development	£60,972	£70,000	£90,000

Contractor roles

Specialism	Lower quartile	Median	Upper quartile
AI & machine learning	£700	£900	£1100
Architecture	£600	£780	£1000
Business analysis	£450	£550	£650
Change management	£490	£600	£678
Cloud services	£507	£600	£600
Data specialisms	£432	£540	£600
Databases	£370	£474	£651
DevOps	£519	£625	£750
ERP/CRM	£450	£600	£750
Firmware/hardware engineering	£476	£502	£601
Infrastructure/support	£286	£500	£658
Innovation/emerging technologies	NA	NA	NA
Legacy mainframe & middleware	£300	£400	£500
Mobile development	£550	£750	£1,000
Product management	£489	£550	£850
PMO	£400	£600	£800
Programme/project management & PMO	£450	£600	£1200
QA/testing	£400	£500	£700
Security	£400	£650	£900
Software engineering	£450	£600	£800
Technology leadership/management	£1,000	£1,500	£2,000
Web design & development	£575	£625	£820

US

Permanent roles

Specialism	Lower quartile	Median	Upper quartile
AI & machine learning	$115,000	$175,000	$225,000
Architecture	$95,000	$150,000	$175,000
Business analysis	$66,000	$87,500	$125,000
Change management	$137,500	$150,000	$162,500
Cloud services	$88,723	$137,812	$178,653
Data/BI/analytics	$79,751	$103,319	$122,557
Database management/systems	$58,564	$81,208	$125,000
DevOps	$126,724	$134,500	$172,625
ERP/CRM	$71,036	$98,951	$125,648
Firmware/hardware engineering	$81,496	$87,586	$94,659
Infrastructure/support	$58,677	$87,500	$150,000
Innovation/emerging technologies	$83,270	$124,671	$175,000
Legacy mainframe & middleware	$82,168	$101,474	$143,365
Mobile development	$99,581	$130,948	$168,356
Product management	$111,844	$122,525	$134,213
Program/project management & PMO	$100,024	$137,264	$181,776
QA/testing	$73,634	$92,351	$130,898
Security	$82,019	$117,259	$165,652
Software engineering	$91,002	$104,894	$126,487
Technology leadership/management	$117,461	$169,790	$215,869
Web design & development	$68,423	$81,557	$109,182

Contractor roles

Specialism	Lower quartile	Median	Upper quartile
AI & machine learning	$440	$520	$640
Architecture	$480	$560	$696
Business analysis	$328	$440	$520
Change management	$440	$520	$600
Cloud services	$480	$600	$800
Data/BI/analytics	$416	$600	$680
Databases	$400	$520	$600
DevOps	$480	$600	$680
ERP/CRM	$440	$560	$680
Firmware/hardware engineering	$360	$520	$664
Infrastructure/support	$256	$360	$480
Innovation/emerging technologies	$440	$520	$720
Legacy mainframe & middleware	$320	$440	$520
Mobile development	$440	$520	$600
Product management	$400	$557	$596
Program/project management & PMO	$360	$480	$600
QA/testing	$280	$400	$480
Security	$384	$608	$696
Software engineering	$440	$552	$680
Technology leadership/management	$522	$616	$720
Web design & development	$321	$504	$664

*Salary has been determined utilising a variety of factors, our industry knowledge, insights, tools and experiences along with internal data sets and external survey numbers. Regarding permanent salary, while we place from the specialist up to the C-suite level talent, we have focused on the mid-range talent level. Whereas the contractor base is typically in the mid-experience level placement window. Harvey Nash is an expert in this area and salary factors vary on experience, location, tenure, skills, education, certification, management level and so much more.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