Harvey Nash **Tech Talent & Salary Report** 2026

Beyond the headlines

Harvey Nash.

Tech Talent & Salary Report 2026

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Welcome to our 2026 Global Tech Talent and Salary Report. This year's findings are based on responses from more than 3,000 technologists worldwide, gathered in partnership with LinkedIn. The theme of this report is *Beyond the Headlines*, because the data tells a more nuanced story than the noise surrounding the tech talent market.

Despite ongoing uncertainty, our data shows that demand for skilled technologists remains strong. Salaries continue to rise for highly sought-after skills and total reward packages are increasingly competitive. Flexibility has become firmly established, with organisations and individuals finding a more sustainable balance.

Looking ahead, the pace of technological change will not slow down and to compete in this new world technologists will need to be even more proactive in building adjacent skills, particularly in AI.

The report also highlights an important shift in what technologists want from their leaders. A deep understanding of technology, clear strategy and the ability to advocate for the value tech brings have emerged as critical competencies for digital leaders. Bridging the gap between stakeholder ambitions and setting clear direction is now a core leadership skill.

Our aim with this report is simple – to provide practical insight that helps technologists and leaders make better decisions. Whether you are shaping your own career or building future capability within your organisation, I hope you find this report both useful and relevant.

Salony Kapur
Director of Global Customer Insights, LinkedIn

LinkedIn viewpoint

What stands out this year is that AI isn't just reshaping existing tech roles - it's creating entirely new ones, with Generative AI roles now among the fastest-growing in the global labour market. LinkedIn data shows this demand spreading well beyond the tech sector, even as skills readiness remains uneven.

Millions of technologists on LinkedIn are already responding – upskilling in AI, building new capabilities, and standing out by attracting a greater share of employer interest. The organisations pulling ahead are the ones using labour market insights to match this momentum, moving from AI experimentation to deliberate, skills-led workforce strategy.

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Harvey Nash Tech Talent & Salary Report 2026

3,646 respondents

162,500 data points

53 countries

Routes into technology are changing

40% came to tech from an alternative path

Hybrid working

52% consider it very important

50% wouldn't consider a role without it

40% would accept a lower salary to work from home more

76% men

22% women

0.4% non-binary

1.6% prefer not to say

48% permanent

32% contract

13% freelance

Job satisfaction

55% happy in their role

40% plan to leave within a year

53% have seen work-load increase

Pay and perks

45% received a pay rise last year

21% received a promotion

47% expect a pay rise next year

58% get additional monetary compensation

41% are happy with their pay

AI

22% think AI will perform half or more of their job role in 5 years

17% have advanced implementation

20% lack a clear AI strategy

36% are actively upskilling

75% have access to AI tools

LinkedIn insight

Hiring of AI Engineering talent has grown by more than 25% year over-year in 2025, marking the fastest pace since the start of the generative AI (GAI) wave. Big tech and well-funded private startups are competing fiercely for talent.

Although the fastest growth of AI talent is in Technology (up 3x since January 2017), Education (2.9x), and Professional Services (2.7x), other industries such as Financial Services (2.5x) and Utilities (2.4x) are rapidly growing their share of AI talent.

Source: AI Market Update: Tracking AI adoption and skills in the US economy (September 2025)

Key takeaways

Diversity still important

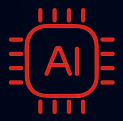
Diversity in technology matters for reasons proven time and again, improving innovation and reducing groupthink and bias. Our research shows that diversity remains a key consideration, especially for younger technologists beginning their careers. Yet, despite this, our data shows that the sector is dominated by white males. While there are initiatives on responsible AI, much of the focus is on bias mitigation, which is not necessarily the same as being proactively inclusive. The snowball effect of AI without inclusion at its core is a frightening prospect.

Leadership redefined

As technology forms the backbone of every business area, leadership must be more than the deploying of solutions; it requires fostering a culture grounded in ethics, sustainability and trust. Our report reveals that technologists are seeking leadership in its truest sense. Great communication still matters, but deep technical expertise and strategic vision are increasingly essential. Technologists want leaders to champion their work, highlight technology's complexity and its benefit, and recognise the department's true value – not simply as a headcount, but as a vital contributor to organisational success.

Nurturing new talent

Digital natives, who have grown up with technology, bring unique value to the fast-paced world of tech; they don't just use it – it is woven into their identity. Attracting and retaining them will be key to future organisational success. Our research shows that they are keen to progress their tech careers and want clear pathways for both skills development and financial growth. And although they are less concerned about location than older peers, they place greater importance on an organisation's purpose, reputation and culture.



AI affecting everything

While some believe the AI boom could come to an end, its influence is currently felt across all areas of business. People are now beginning to understand what AI actually is and what it might accomplish. Technologists are shifting their focus from concerns about being replaced to figuring out how they can improve their own skills with AI. For those working at companies that invest in and develop AI strategies, there are many advantages – including potential increases in salary.

Incentives on the rise

Pay rises remain prevalent in the sector, but what stands out is the growing trend of organisations awarding additional financial incentives to their tech teams. Technologists are increasingly benefitting from both personal and company performance bonuses, and the number receiving stock options has doubled. Our findings show that only a minority now expect to receive just a base salary, a sharp decline compared to previous years. In today's competitive market, organisations are offering more than salaries to attract and retain skilled talent.

Give and take on office time

Being flexible around hours and place of work is a necessity for any tech employer today. Second only to the almighty dollar in attracting talent. This year's report highlights the value technologists place on hybrid working. Many respondents are not even prepared to consider a role without it, forcing organisations to continue with it to attract and keep talent. Encouragingly, the gap between mandated office hours and personal preferences is slowly coming together, with employees and their bosses both getting a little closer each year to their ideal scenario.

Introduction

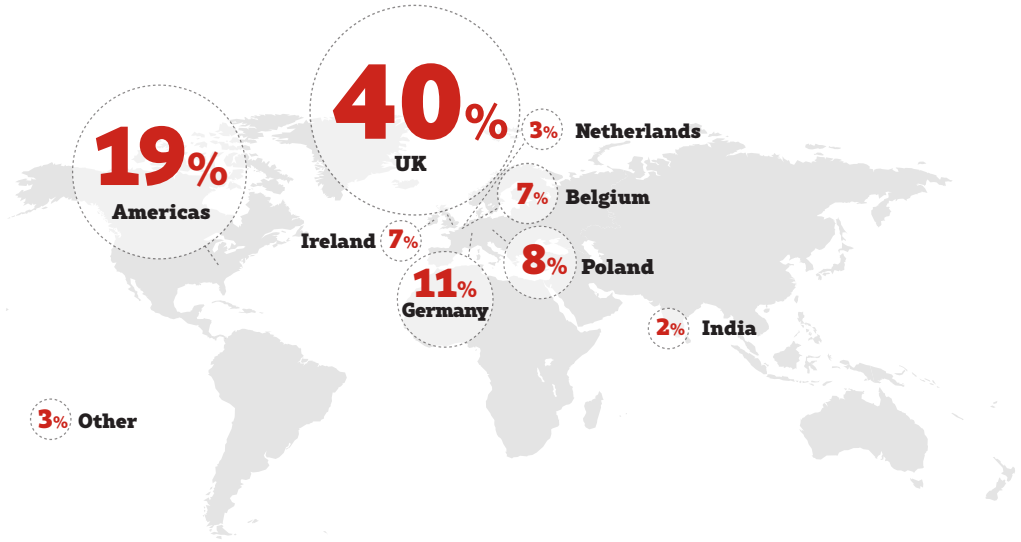
The world today can sometimes feel like a constant stream of drama and bad news. A brief scan of the news around tech roles might fill the reader with a sense of pessimism that layoffs, the rise of AI and the global threat it may pose to tech professionals. However, technology by its nature has always been subject to a constant stream of emergent innovation and 'the next big thing'. Our report continues to highlight that technologists are resourceful, resilient and always in demand, and that those working are for the most part, happy, well-paid and enjoy the variety technology brings.

Yes, AI is a massive step-change with far-reaching possibilities, but history shows that time and again, technology experts will regroup, adapt and thrive. When you look at the local stories and environments, behind the headlines, the major shift for tech roles is gentler, less explosive and more accommodating.

Our latest report, informed by more than 3,600 respondents across 53 geographies, echoes this less dramatic, more moderated reframing of the changing nature of tech. The majority of respondents identify as specialists (46 per cent), almost a quarter as senior managers and 3 per cent as C-suite leaders.

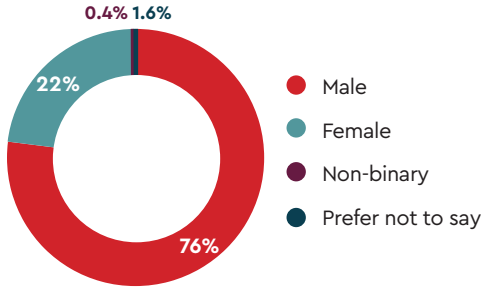
Yes, there is the usual scramble for skills and talent, but when hasn't there been? The picture we see is one of continued investment, gentle optimism and a sense of relaxing into new ways of working. Perhaps we don't always know where we are going, but there is confidence that we are on a journey together and that curiosity and resilience will prevail over the drama.

Location



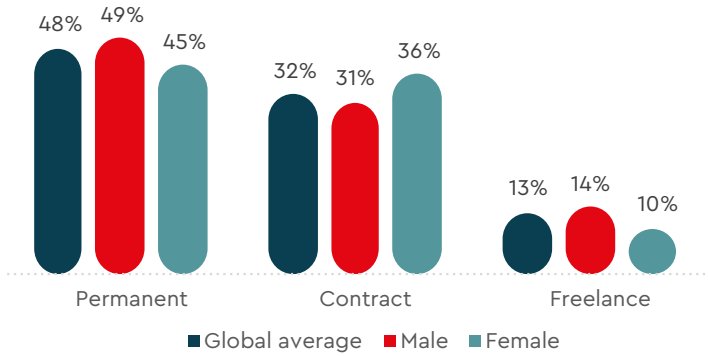
In which country, jurisdiction or region are you based?

Gender



What gender do you identify as?

Employment status

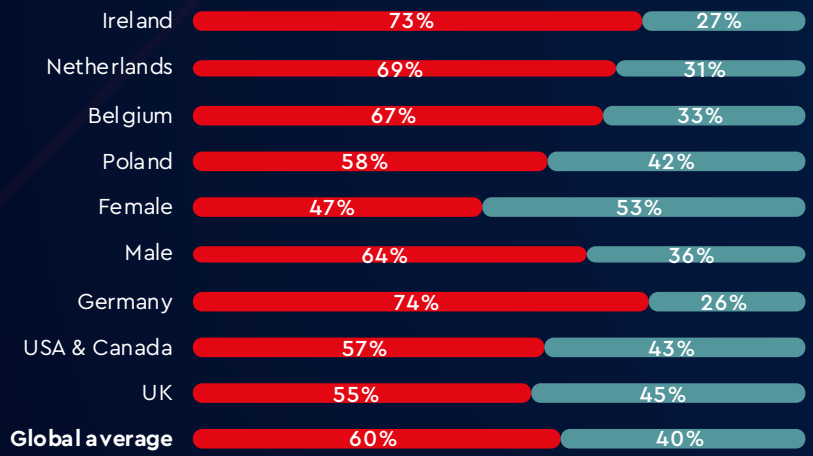


What is your current employment status?

1 Building and sustaining a career in tech

Technology remains a career that rewards effort regardless of how you start out. IT is so diffuse throughout every area of business, that a person's ability to make an impact is broadly the same, whatever their level of seniority. When it comes to leadership, today's technologists are looking for leaders who understand technology, and communicate and influence strategy along with the value that tech teams deliver.

Women more likely to switch careers



What best describes your route into a tech job?

Technical democracy

In a world where the volume and speed of technology innovation is dizzying, the broader, softer skills and experience that a human brings could be where tech value truly lies. With 40 per cent of our respondents coming into the industry from an unrelated background, this provides a potentially valuable richness of experience and thinking.

Interestingly, it is worth noting that more women (53 per cent) appear to enter the tech industry having first started out in a non-tech role or career. We will touch on this in later sections but understanding the reasons that attract women to switch and promoting these stories more widely could have a positive impact on DE&I in the industry.

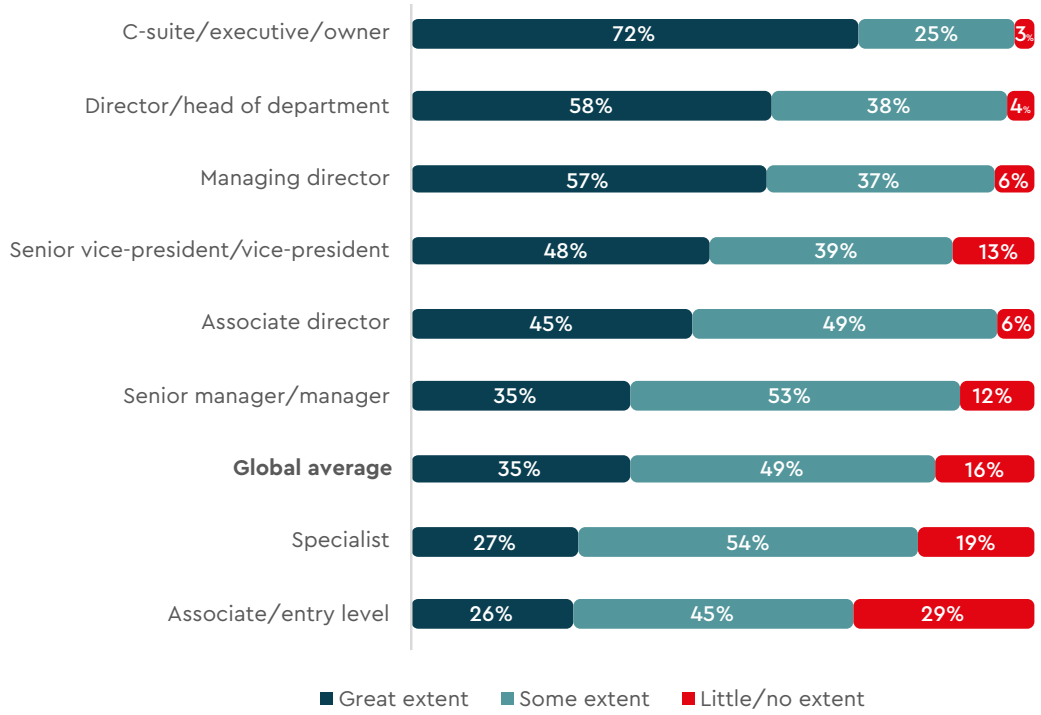
Positively, whatever route someone takes – whether they studied IT or not while in education - technologists can succeed in their careers without having a degree under their belt. In fact, our survey shows that 48 per cent entered their tech role without attending university.

How technology empowers staff

Our data also indicates that their route into tech does not affect how respondents feel about their ability to make an impact. Thirty-eight per cent of technologists with a degree report that they influence technology strategy and decision-making to a great extent, compared to 31 per cent who entered the industry through apprenticeships expressing similar sentiments. Regardless of the path chosen, it appears that careers in technology are pleasingly democratic.

Even 71 per cent of entry-level technologists feel empowered (up from 66 per cent in our last report). This trend is likely propelled by low-code/no-code tools, AI-driven development, and a shift toward flatter organisational structures, which allow non-technical employees to create applications and contribute to digital transformation.

Technologists confident in influencing strategy and decision-making



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

Leadership sets the standards

When it comes to defining what makes a great leader, more than half of our respondents say that great communication remains key, and 49 per cent value their leader's ability to create a positive culture within the team.

Technologists also continue to value their leaders having a deep understanding of the technology they are working with. In fact, 48 per cent of our respondents made this one of their top-3 traits. However, our report also shows that 17 per cent of respondents feel that a lack of technology understanding in leadership is a huge barrier to delivering their tech goals and a further 29 per cent rate it as a significant issue. Our sense is that respondents want their leadership to demonstrate the true value of IT to the wider business rather than have teams be seen as simply a cost centre.

When it comes to future-proofing careers, our data also shows that senior managers are just as likely as other team members to keep their skills up to date in various ways. While 58 per cent of our respondents report having continual learning opportunities, if we apply the management lens, this group often matches or even surpasses apprentices in terms of learning across a wide range of methods. Given how quickly technology evolves, ongoing learning is a necessity, not a luxury.

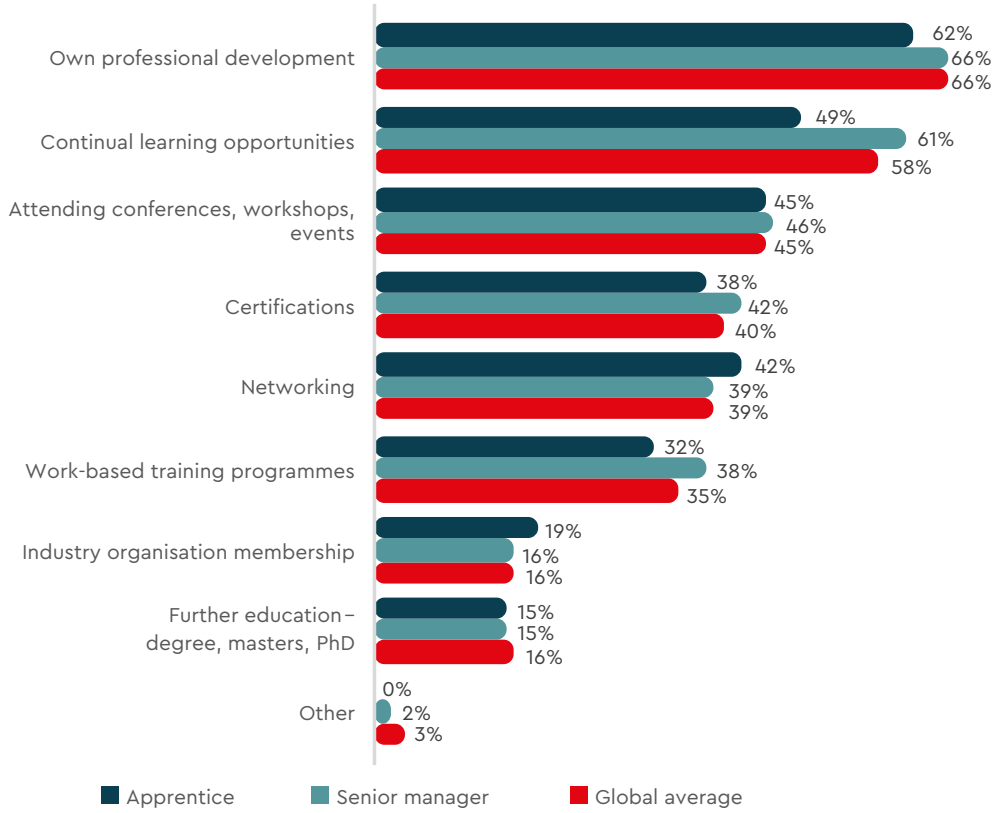
LinkedIn insight

The most needed AI skills employers are searching for are:

1. Machine Learning
2. Data Structures
3. Pattern Recognition
4. Deep Learning
5. Large Language Models (LLM)
6. Natural Language Processing (NLP)
7. Computer Vision
8. Pandas (Software)
9. Scikit-Learn
10. Prompt Engineering

Source: Artificial Intelligence skills associated with the most Engineering and IT job posts in 2025 on LinkedIn

Keeping skills relevant



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

Building and sustaining a career in tech

How does your country compare to the global average?

UK

Starting in technology

More likely to have had a non-tech job: **45%** vs **40%***

Less likely to hold a degree: **47%** vs **53%***

Good leadership

Most likely to value their leader's ability to influence at board level: **52%** vs **42%***

USA & Canada

Technical democracy

More likely to feel able to influence strategy and decision-making to a great extent: **42%** vs **35%***

Good leadership

Less likely to value their leadership's ability to influence at board level and wider business: **33%** vs **42%***

Germany

Starting in technology

Most likely to complete a formal degree in tech: **62%** vs **53%***

Least likely to have had a non-tech job before role: **26%** vs **40%***

Good leadership

Most likely to value their leader's ability to influence at board level: **55%** vs **46%***

Poland

Starting in technology

Most likely to enter the tech sector through apprenticeships: **20%** vs **7%***

Technical democracy

Least likely to feel they can influence strategy and decision-making to a great extent: **23%** vs **35%***

Good leadership

Most likely to value their leaders' understanding of technology: **62%** vs **48%***

Belgium

Starting in technology

More likely to have started their career with a conversion course: **10%** vs **4%***

Technical democracy

Least likely to feel they can influence strategy and decision-making to a great extent: **24%** vs **35%***

Good leadership

More likely to value good communication in leadership: **64%** vs **54%***

Netherlands

Starting in technology

Less likely to have held a non-tech job before role: **31%** vs **40%***

Technical democracy

Most likely to feel they can influence strategy and decision-making to a great extent: **43%** vs **35%***

Good leadership

Most likely to prize strong communication skills in leadership: **66%** vs **54%***

Ireland

Starting in technology

Second most likely to enter tech directly from education: **74%** vs **60%***

Technical democracy

Slightly less likely to feel able to influence strategy and decision-making to a great extent: **34%** vs **35%***

Good leadership

Least likely to value good communication in leadership: **46%** vs **54%***

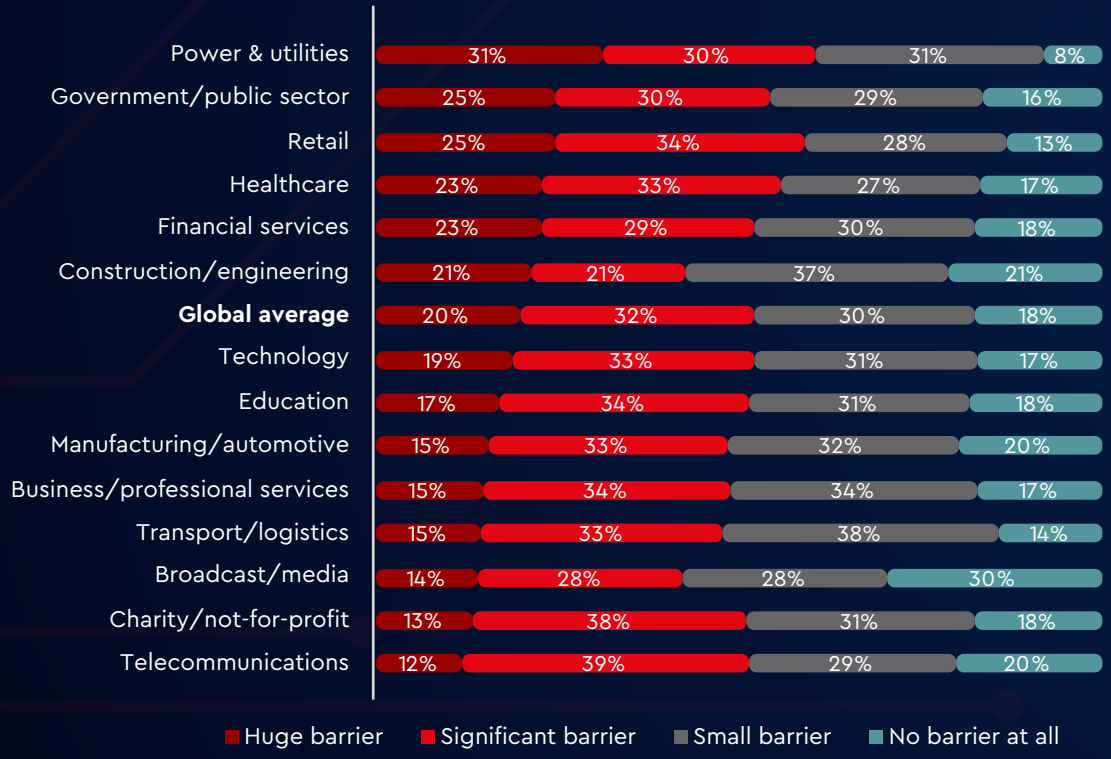
Data representative of core geographies where we operate

*Global average

2 Working life

A career in tech can often mean increasing workloads and decreasing team sizes. That said, there are also positive shifts in the working life of teams too. Hybrid working is bedding down, with employer and employee expectations getting closer, and most technologists feel supported in many areas of working life including their wellbeing. In general, this paints a picture of nurturing technology environments where satisfaction and engagement are valued and new ways of working are embraced.

People resources and technology goals



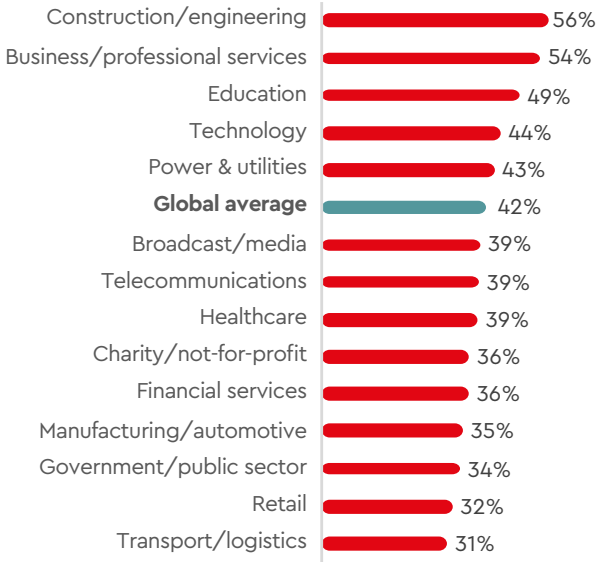
How much of a barrier are the following to delivering your technology goals? Lack of resource (people).

Team pressures

The demands on technologists are broadly similar to when we last reported. This year more than half (53 per cent) report that their workload has increased (55 per cent in our previous data) and more than half (52 per cent) of respondents say that a lack of people is a huge or significant barrier to achieving their tech goals. This is down minimally from 56 per cent in our previous survey.

That said, a healthy 41 per cent report that their team size increased in the last year, which closely matches the number in last year's report. Forty-two per cent also expect their team to grow in the coming year and across a broad range of sectors – so this looks like an accurate prediction.

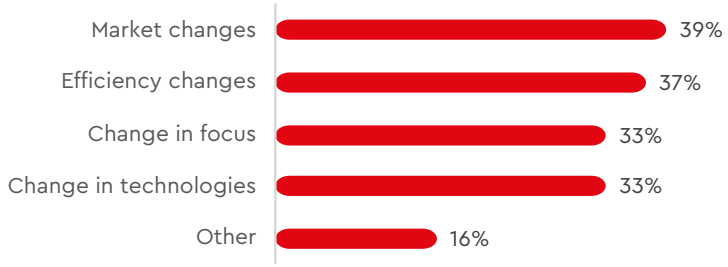
Sectors expecting headcount increase



In the next 12 months, do you expect the size of your team to? Increase.

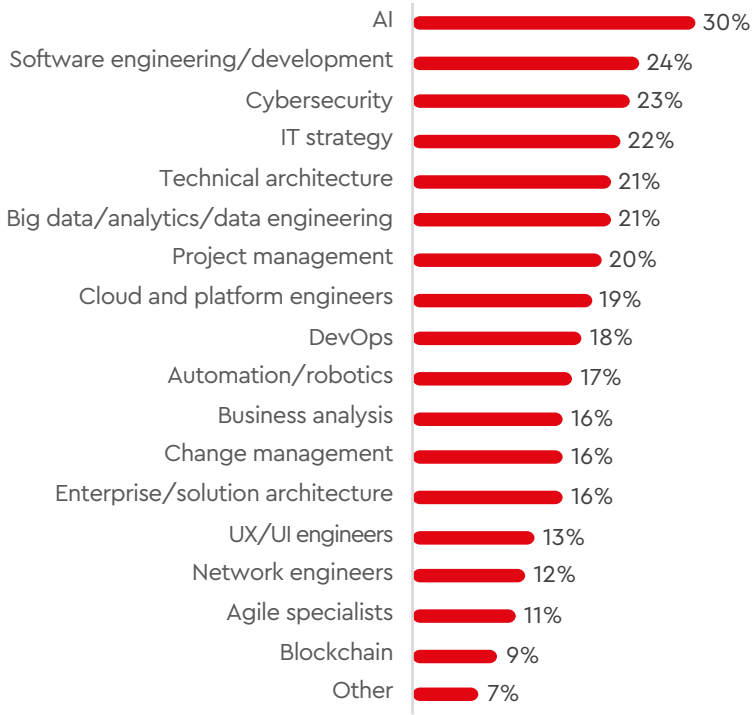
While this demonstrates a positive story about growth, not everyone feels the same. A significant number of our respondents (18 per cent) are pessimistic about their team size in the next 12 months and expect to see a reduction.

Reasons behind team size changes



Why do you believe your team size will change?

Specialisms facing biggest skills shortage



In which areas do are you experiencing the biggest skills shortage?

When we delve deeper into the drivers behind those respondents anticipating a reduction in their team size, the reasons appear evenly spread. Thirty-nine per cent cite changing markets and 37 per cent point to the pursuit of efficiencies. Interestingly, 33 per cent also attribute this to changes in technologies. In our opinion, this could be because organisations are prioritising value-adding technologies, including AI, or decommissioning older ones.

In terms of sought-after talent specialisations, organisations demonstrate only minor regional variations. AI and cybersecurity consistently rank among the top-5 priorities across all regions. Notably, junior technologists, likely owing to their digital native background, are less inclined to identify AI as the most significant area of skill shortage, with 21 per cent of entry-level respondents flagging it compared to 34 per cent of senior managers.

LinkedIn insight

Most In-Demand Tech Occupations in 2025

1. Software Engineer
2. Data Analyst
3. Data Engineer
4. Full Stack Engineer
5. Solutions Architect
6. System Engineer
7. Java Software Engineer
8. DevOps Engineer
9. IT Consultant
10. Data Scientist

Fastest Growing Tech Occupations in 2025

1. Generative AI Engineer
2. User Interface Engineer
3. Prompt Engineer
4. Biological Engineering Specialist
5. Software Engineering Advisor
6. Head of Information Management
7. Biological Engineer
8. Data Warehousing Specialist
9. Software Engineering Technician
10. Head of Cyber Security

Industries with the Most Tech Demand in 2025

1. Professional Services
2. Technology, Information, and Media
3. Manufacturing
4. Administrative and Support Services
5. Financial Services
6. Construction
7. Retail
8. Hospitals and Health Care
9. Transportation, Logistics, Supply Chain
10. Government Administration

Industries with Growing Tech Demand in 2025

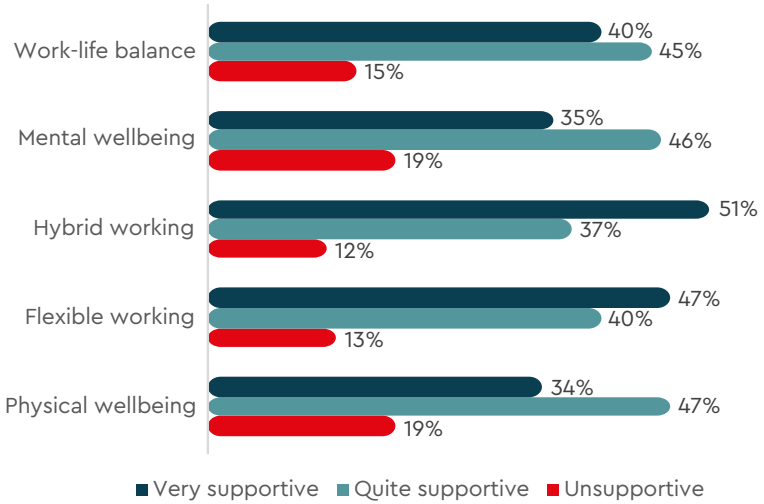
1. Technology, Information, and Media
2. Construction
3. Professional Services
4. Real Estate and Equipment Rental Services
5. Wholesale
6. Education
7. Financial Services
8. Utilities
9. Oil, Gas, and Mining
10. Manufacturing

Source: Based on volume of jobs posted to LinkedIn in 2024 and 2025 for Engineering and Information Technology functions globally.

Wellbeing

Managing the wellbeing of the team, especially within under-resourced teams, remains a primary concern for organisations. According to recent research by the Chartered Institute of Personnel and Development,[1] employees who feel that work negatively affects their mental health are less likely to be satisfied in their role, more likely to quit, less willing to go above and beyond in their work, and less likely to make innovative suggestions.

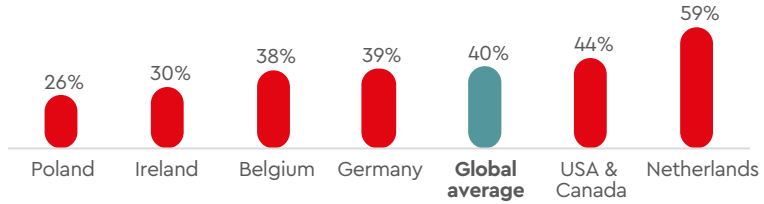
Wellbeing remains a priority for organisations



How supportive is your organisation in the following?

In general, our respondents feel well supported in their work-life balance. On average globally, 40 per cent feel very supported and a further 45 per cent feel quite supported. However, there are regional differences.

Room for improvement in work-life balance

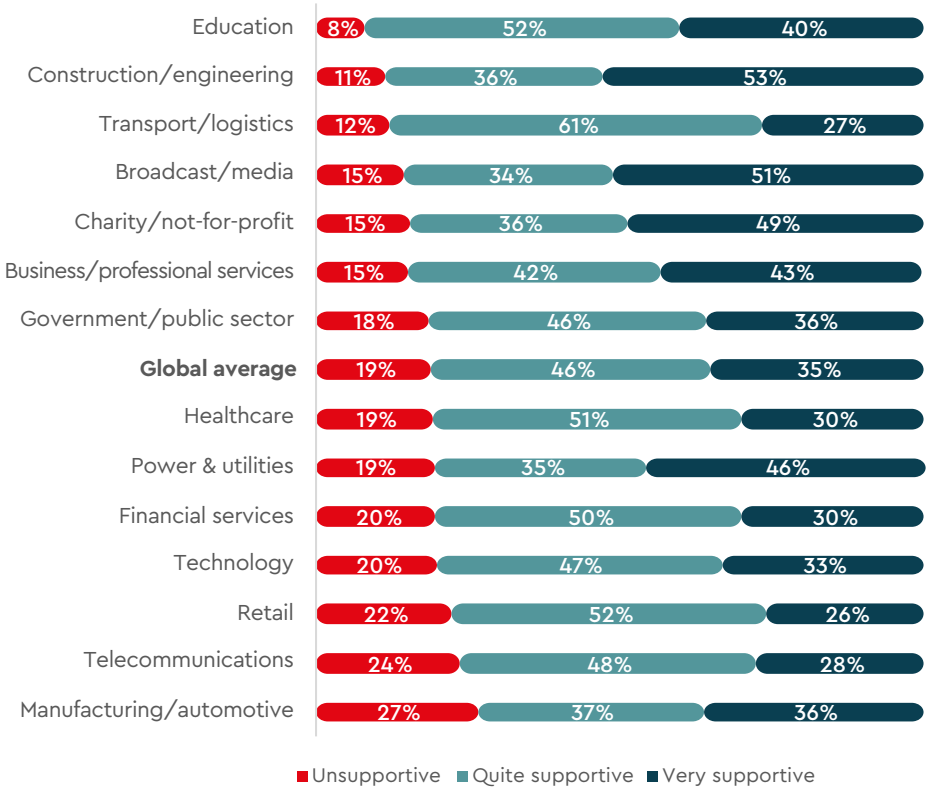


How supportive is your organisation in the following? Work-life balance – Very supported.

Good support for tech teams' physical and mental wellbeing is faring less well with 19 per cent of technologists saying that they feel their employers are unsupportive in this area. This perhaps is reflective of the more practical, proactive and personalised approaches organisations need to implement to help employees maintain good wellbeing.

The manufacturing/automotive sector is reported as the most unsupportive when it comes to mental health at 27 per cent. This could be a result of investment in wellbeing being deprioritised in favour of meeting production targets.

Construction and engineering lead the way for mental wellbeing



How supportive is your organisation in the following? Mental wellbeing.

1. Chartered Institute of Personnel and Development, 'Health and wellbeing at work', 2025. Published on CIPD.ORG.

Working from home

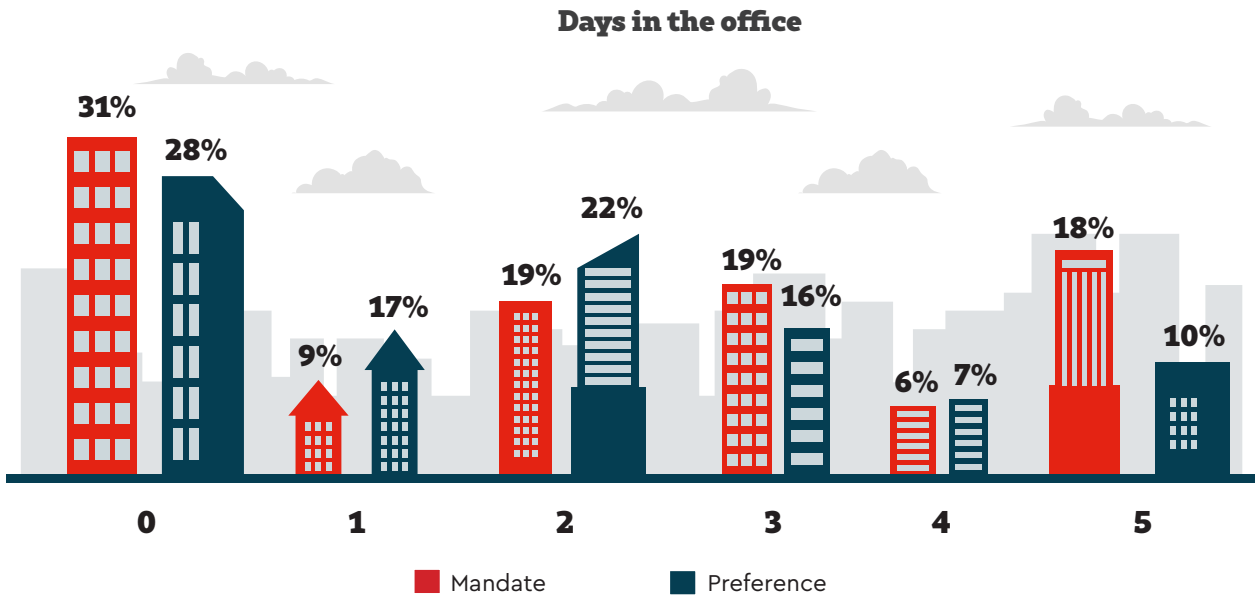
An increasing number of organisations are requiring employees to return to the office on a full-time basis compared with our previous report. Currently, 18 per cent mandate attendance 5 days per week, up from 13 per cent in our last report.

Fortunately, this slight change among employers seems to match the outlook of technology teams. Our survey indicates that the preference for spending 5 days in the office has grown from 8 per cent to 10 per cent. Although these are minor shifts, they suggest that remote and hybrid work is becoming a lasting arrangement for technologists, and expectations for participation are increasingly in sync with their employers.

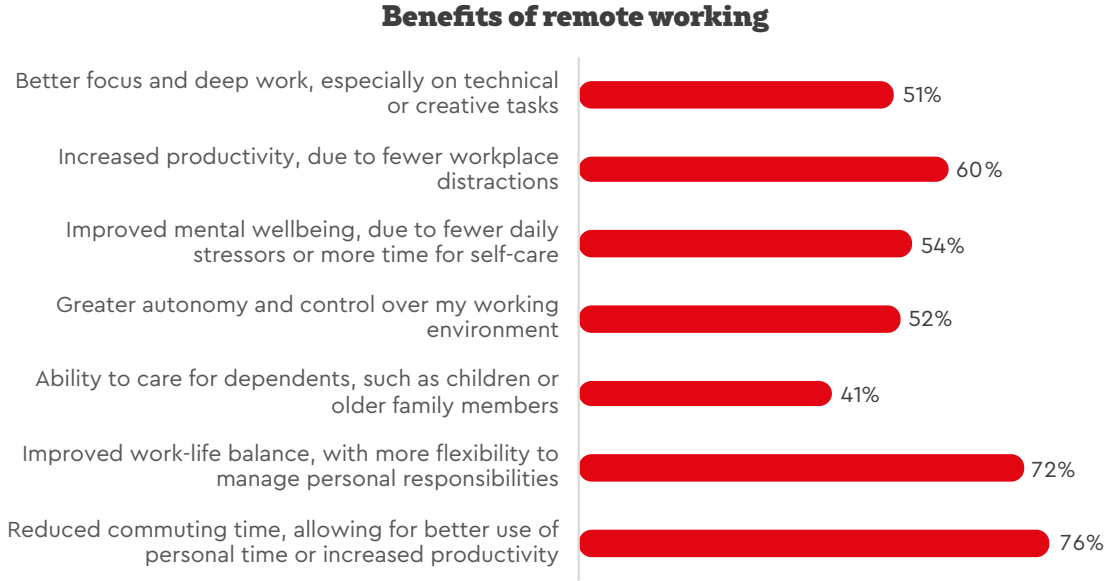
That said, the ability to work remotely holds great sway with our respondents. Fifty-two per cent of our technologists consider it to be very important and within that cohort, 61 per cent would not even consider a role that didn't offer it.

For employers, hybrid working makes a lot of sense. It enhances their ability to attract from a wider talent pool, lowers office costs and boosts agility – balancing in-office collaboration with remote flexibility. It has also been a salvation after the post-pandemic reductions in corporate real estate. But what about the benefits of working from home for technologists?

Our data shows that hybrid working is definitely viewed as a wellbeing factor. Globally, the major benefits cited for working from home are reduced commuting times and freedom to balance work and personal commitments. More than half of all respondents say that they enjoy office time for the social interaction and change of environment, despite only 16 per cent stating that they are more productive when there. Building stronger relationships and better interpersonal connections are also seen as primary benefits.



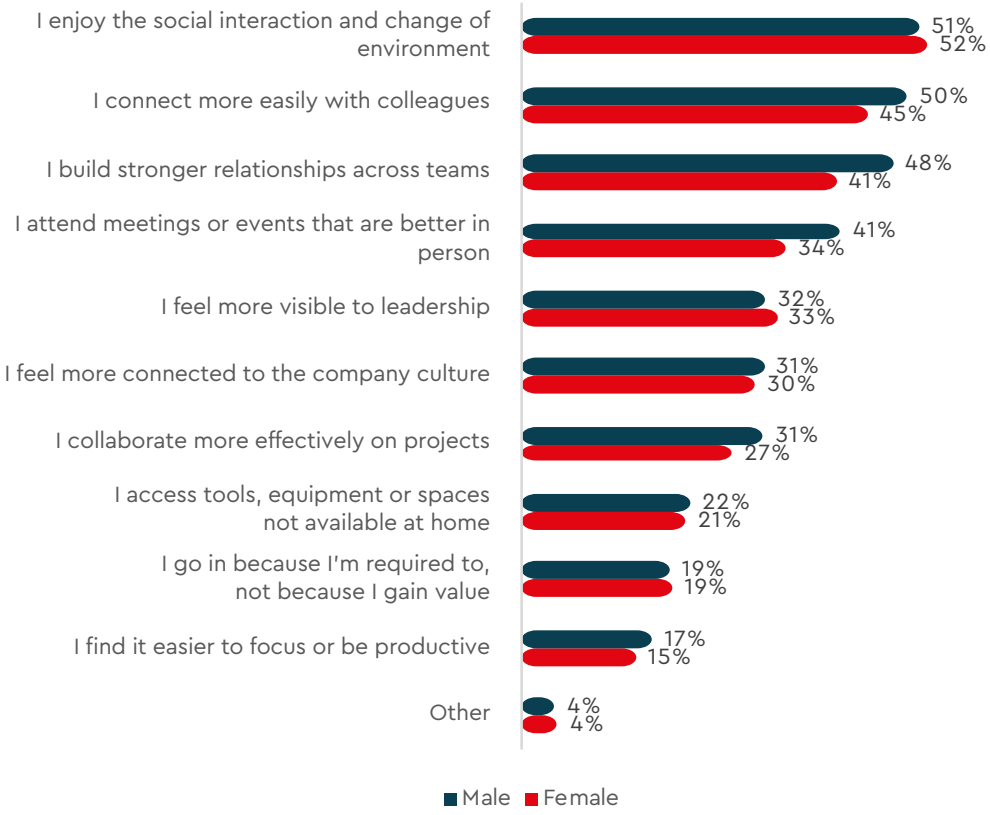
How many days a week are you asked to come into the office? How many days would you prefer?



What benefits have you personally experienced from remote working? Select all that apply.

When it comes to the benefits of going into the office, males are more likely to feel that it helps them connect and collaborate better, while females are more confident in this regardless of their location.

Men value office time to strengthen connections



What benefits do you get for going into the office? Select all that apply.

LinkedIn insight

Flexible work availability for technology positions has stabilized

In 2025, 43% of tech job listings on LinkedIn were marked by employers as Remote or Hybrid positions. Europe leads with the largest proportion of these flexible work opportunities. However, in the United Kingdom, the percentage of flexible roles declined by 10% compared to 2024.

Source: Engineering and IT Jobs posted to LinkedIn in 2025. Remote, hybrid and onsite jobs includes jobs that are designated as such by the job poster.

Working life

How does your country compare to the global average?

UK

Resources

- Most likely to feel under resourced — **22%** vs **17%***
- More likely to feel that lack of people is a barrier to achieving goals — **58%** vs **52%***
- More likely to be reporting increased workload — **55%** vs **53%***
- Least likely to be expecting increases in team size at just — **37%**

Wellbeing

Less likely than global peers to feel very supported by their organisation across all wellbeing factors

Hybrid work

- Most likely to value hybrid working as very important — **59%** vs **52%***
- Least likely to want to work in the office full time — **3%** vs **10%***
- Less likely to be mandated to do 5 days in the office — **6%** vs **18%***

Top 5 skills shortages

1. AI
2. Software engineering
3. Cybersecurity
4. Technical architects
5. IT strategy

USA & Canada

Resources

- Most likely to have a reduced workload compared to last year — **22%** vs **13%***
- Less likely to report feeling under resourced — **12%** vs **17%***
- Least likely to feel that a lack of people is a barrier to delivering technology goals — **46%** vs **52%***

Wellbeing

Most likely to feel very supported in mental and physical wellbeing

Hybrid work

- Least likely to work for organisations that are very supportive of hybrid working — **47%** vs **51%***
- Most likely mandated to attend the office 5 days a week — **26%** vs **18%***

Top 5 skills shortages

1. AI
2. Project management
3. Software engineering
4. Big data
5. IT strategy

Germany

Resources

- Most likely to expect market changes to drive team size changes — **47%** vs **39%***
- Less likely to have received a promotion — **12%** vs **21%***
- Less likely to be expecting a pay rise in the coming year — **42%** vs **47%***

Wellbeing

Most likely to report their organisation is unsupportive of their mental and physical wellbeing

Hybrid work

- Less likely to accept a lower salary to WFH — **33%** vs **41%***
- More likely to connect more easily with colleagues in the office — **61%** vs **48%***

Top 5 skills shortages

1. AI
2. Software engineering
3. IT strategy
4. Cybersecurity
5. Project management

*Global average

Data representative of core geographies where we operate

Working life

How does your country compare to the global average?

Poland

Resources

Least likely to have had team size increases over the last year **27%** vs **41%***

More likely to be experiencing a talent shortage in their team **56%** vs **51%***

Wellbeing

Twice as likely to feel organisations are unsupportive of their physical and mental wellbeing and of their work-life balance

Hybrid work

Most likely to be asked to be fully remote **46%** vs **31%***

More likely to consider a role that doesn't offer hybrid working **39%** vs **30%***

More likely to sacrifice salary to WFH more **43%** vs **40%***

Top 5 skills shortages

1. Cybersecurity
2. Software engineering
3. AI
4. IT strategy
5. DevOps

Belgium

Resources

Less like to have seen a team size increase over the last year **36%** vs **41%***

Least likely to expect a team size increase in the coming year **31%** vs **42%***

More likely to feel that a lack of skills is a significant or huge barrier to delivering technology goals **58%** vs **44%***

Wellbeing

More likely to feel unsupported in their physical and mental wellbeing

Hybrid work

Least likely to be mandated to be fully remote **8%** vs **31%***

Least likely to be mandated to be in the office for 5 days **1%** vs **18%***

More likely to state that hybrid working is very important **60%** vs **52%***

More likely to dismiss a role without hybrid working **67%** vs **50%***

Top 5 skills shortages

1. IT strategy
2. AI
3. Cybersecurity
4. Business analysis
5. Enterprise architecture

Netherlands

Resources

Less likely to feel they have the resources to deliver on their technology objectives **52%** vs **62%***

Most likely to feel that a lack of skills is a significant/ huge barrier to delivering technology goals **69%** vs **44%***

More likely to have seen team size decrease over the last year **29%** vs **24%***

Wellbeing

More likely to feel unsupported in their physical and mental wellbeing

Hybrid work

Less likely to be asked to spend zero days in the office **11%** vs **31%***

Most likely to think hybrid working is very important **63%** vs **52%***

Most likely to dismiss a role without hybrid working **68%** vs **50%***

Less likely to sacrifice salary to WFH more **26%** vs **40%***

Top 5 skills shortages

1. AI
2. Cybersecurity
3. IT strategy
4. Big data
5. Tech architecture

Ireland

Resources

Less likely to feel under resourced **12%** vs **17%***

More likely to feel that lack of investment in AI is a significant or huge barrier to delivering on technology goals **37%** vs **28%***

Wellbeing

Less likely to feel very supported in work-life balance

Hybrid work

Less likely to be asked to spend 5 days a week in the office **11%** vs **18%***

More likely to feel that hybrid working is very important **57%** vs **52%***

Less likely to consider a role without hybrid working **24%** vs **30%***

Most likely to consider a lower salary to work from home more **44%** vs **40%***

Top 5 skills shortages

1. AI
2. Software engineering
3. DevOps
4. Technical architecture
5. Cybersecurity

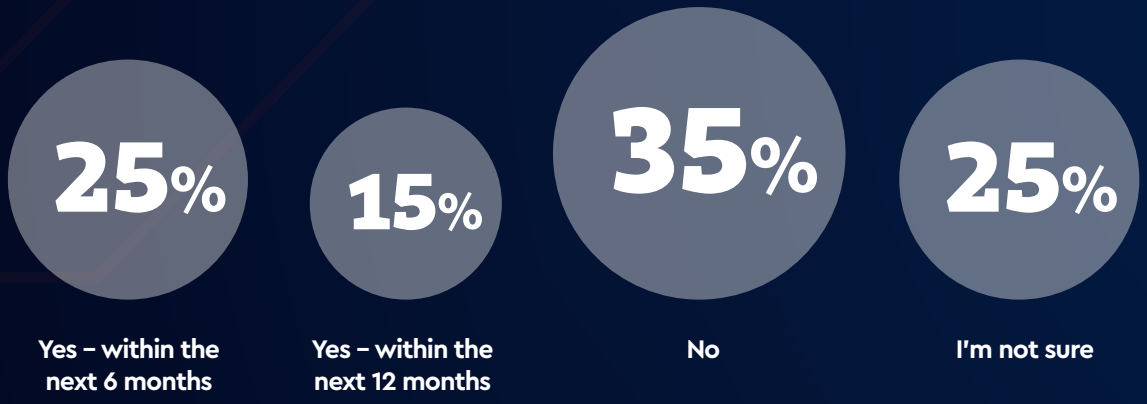
Data representative of core geographies where we operate

*Global average

3 Stay or go?

While technologists report a slight rise in their likelihood of staying in their current roles this year, multiple factors are shaping their decision-making. Technology professionals want clarity on their career progression and value opportunities to enhance their knowledge, skills and compensation. The ability to pursue these objectives with flexible hours and locations is regarded as a significant advantage.

Plans to leave



Do you plan to leave your organisation?

Motivations, mobility and retention

Many employees enter the tech industry because they enjoy problem-solving, continuous learning and the job security it offers. However, despite these benefits, the sector faces high employee turnover, fuelled by intense competition for skilled professionals, rapid technological change and strong market demand. When switching roles, tech professionals seek better pay, growth opportunities and new challenges. While some level of attrition is always good, this high rate amongst technologists can cost companies significantly in recruitment, training and lost productivity.

Our data indicates that 55 per cent of technologists are happy (or very happy) in their role, which is broadly similar or slightly improved on last survey's findings. In fact, more people are planning to stay in their role than last year. Forty per cent plan to make a move in the next 12 months, this is down slightly on our last report (45 per cent), and these trends are broadly consistent across permanent, freelance or contract respondents.

While more than half (56 per cent) say that they stay because they are happy in their role, nearly a quarter (24 per cent) say they are doing so because job security is important in the current market. Under these circumstances, organisations looking to recruit talent this year will need to carefully consider how they will entice candidates away from their current positions.

When we look at the breakdown of sectors likely to experience an exodus of tech talent in the next 12 months, power and utilities, manufacturing and automotive and telecommunications top the list. Certainly, our sense is that this is for a combination of reasons. These sectors have more legacy systems than others and are more likely to find it difficult to be supportive of things that matter to tech teams, such as hybrid working as most employees are on-site or out in the field. If we delve deeper and look at power and utilities, 25 per cent more technologists find their organisation unsupportive of hybrid working compared to the global average.

For those looking to leave their roles in the next 12 months, what are the key driving factors? For 53 per cent of technologists, pay retains its top position as the primary reason they are actively considering leaving, with career progression continuing to come second at 39 per cent. However, organisational culture is a significant factor, with more than 3 in 10 (32 per cent) stating it as a reason they want to leave.

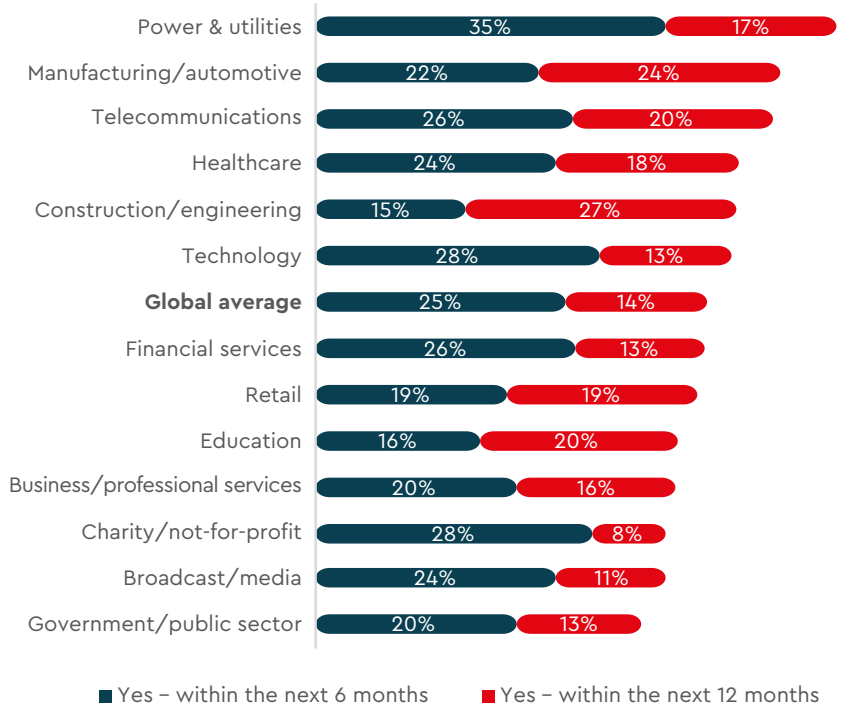
Attraction and retention

So how can organisations best attract or retain tech teams? We believe it means taking time to really understand the factors that technologists value the most when considering new opportunities.

According to our data, our respondents take a wide-ranging approach to what would make their next assignment an attractive one. Sixty-nine per cent are motivated by money but the prospect of flexible hours and working from anywhere comes second. More than a third are attracted by career progression opportunities and a similar number are attracted by interesting and purposeful projects.

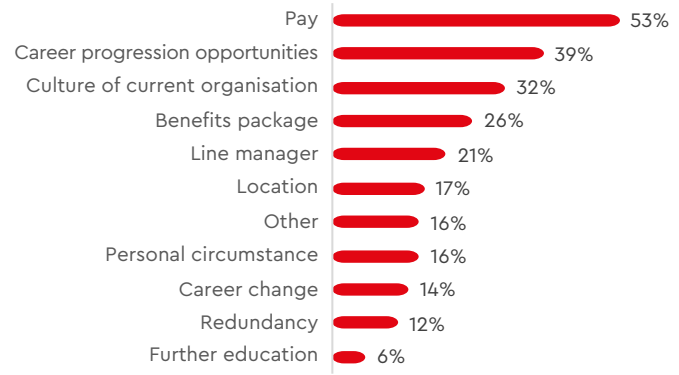
Our sense is that organisations who actively support personal development, career progression and demonstrate genuine care for their workforce's wellbeing are most likely to fare best in attracting and retaining valuable talent. Just over a third (35 per cent) of technologists are accessing work-based training with almost twice as many relying on their own professional development. This is broadly similar regardless if their employment status is permanent, contract or freelance. Less than a third of our respondents say that their organisation has a set budget for employee training programmes – so this could be an easy win for organisations that actively invest in upskilling.

Sectors facing a potential retention challenge



Do you plan to leave your organisation?

Reasons for leaving



Why are you looking to leave?

LinkedIn insight

Employer Value Proposition outlines the key qualities that professionals in Engineering and IT prioritize when evaluating a new employer

Global

Top Employer Value Propositions of Tech Talent

1. Compensation and benefits (65%)
2. Organizational support to balance work and personal life (50%)
3. Flexibility to work when and where I want (49%)
4. Job Security (39%)
5. Opportunities to learn new, highly desired skills (34%)

Sample: n=21,728 , Global , Engineering and Information Technology functions, Data collected Jan 2025 – Dec 2025

Europe

Top Employer Value Propositions of Tech Talent

1. Compensation and benefits (64%)
2. Flexibility to work when and where I want (54%)
3. Organizational support to balance work and personal life (54%)
4. Challenging & impactful work (37%)
5. Job security (35%)

Sample: n=9,269 , Europe , Engineering and Information Technology functions, Data collected Jan 2025 – Dec 2025

USA

Top Employer Value Propositions of Tech Talent

1. Compensation and benefits (72%)
2. Flexibility to work when and where I want (51%)
3. Job security (46%)
4. Organisational support to balance work and personal life (41%)
5. Opportunities for career growth within the company (40%)

Sample: n=3,027, USA, Engineering and Information Technology functions, Data collected Jan 2025 – Dec 2025

UK

Top Employer Value Propositions of Tech Talent

1. Compensation and benefits (59%)
2. Flexibility to work when and where I want (56%)
3. Job Security (43%)
4. Opportunities for career growth within the company (42%)
5. Opportunities to learn new, highly desired skills (39%)

Sample: n=861 , UK, Engineering and Information Technology functions, Data collected Jan 2025 – Dec 2025

Audience Importance Rank: Q2) Please select the most important factors when considering a job opportunity. *Please select up to 5*?

Source: LinkedIn Talent Driver Survey, survey of professionals on LinkedIn

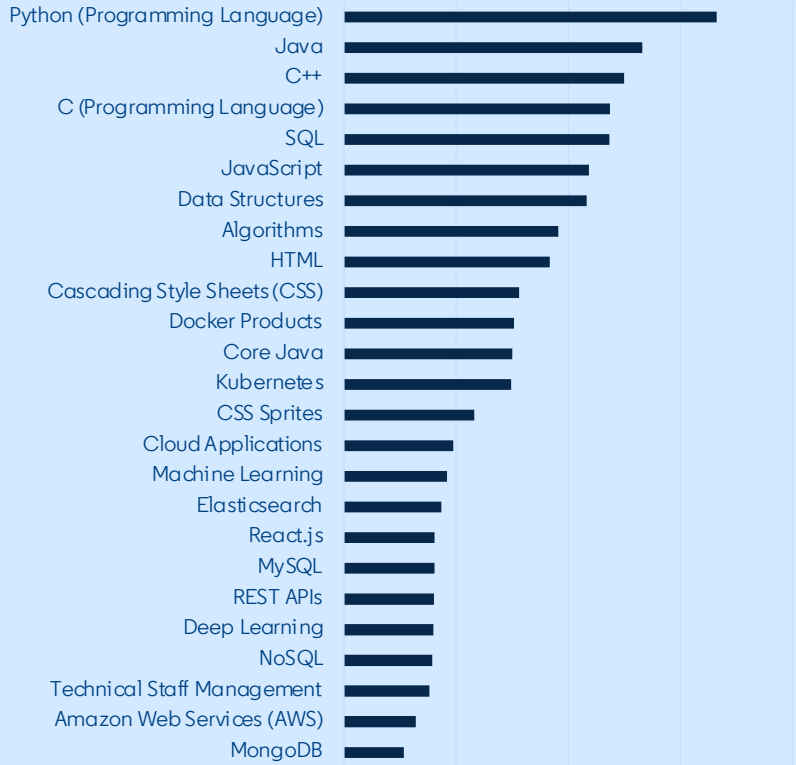
When we look at gender differences in role attraction, female technologists are slightly more concerned with factors such as healthcare plans, pensions and flexible working hours than their male peers. Men appear more interested in opportunities to travel and relocate.

Top attractors in a new role

What are the most important factors for you when considering a new role or organisation? Please select your top 5.

LinkedIn insight

Most Hired for Skills in 2025 for Engineering and IT Professionals



Source: Hires captured on LinkedIn for members adding a new Engineering or Information Technology position on their profiles.

Stay or go

How does your country compare to the global average?

UK

Length in role

Most likely to have been in role under a year	43%	vs 36%*
Least likely to have been in role more than 5 years	9%	vs 16%*
Less likely to be happy in role	51%	vs 55%*

Plans to leave

More likely to leave role within the coming year	45%	vs 40%*
Most likely to be staying for job security	30%	vs 24%*

Attractors

Most likely to be attracted by contract length	57%	vs 49%*
More likely to be looking for strong culture and leadership	31%	vs 26%*
Most likely to be looking at pension	23%	vs 18%*

USA & Canada

Length in role

Less likely to have been in role under a year	34%	vs 36%*
Most likely to have been in role 3 to 5 years	28%	vs 20%*
More likely to be happy in role	57%	vs 55%*

Plans to leave

Most likely to leave due to a career change	20%	vs 14%*
Most likely to leave due to personal circumstances	21%	vs 16%*

Attractors

Most likely to be attracted by healthcare benefits	29%	vs 15%*
Less likely to be attracted by flexible-working hours	34%	vs 44%*
Less likely to be attracted by location of office	17%	vs 26%*

Germany

Length in role

Less likely to have been in role under a year	31%	vs 36%*
Almost twice as likely to have been in role more than 5 years	31%	vs 16%*
Less likely to be happy in role	52%	vs 55%*

Plans to leave

More likely to be planning to leave in the next year	43%	vs 40%*

Attractors

More likely to attracted by work from anywhere policy	48%	vs 41%*
More likely to be attracted by flexible working hours	52%	vs 44%*
More likely to value performance measures and incentives	16%	vs 11%*

Data representative of core geographies where we operate

*Global average

Stay or go

How does your country compare to the global average?

Poland

Length in role

Less likely to have been in role under a year	30%	vs 36%*
Least likely to be happy in role	47%	vs 55%*

Plans to leave

Most likely to leave due to pay	60%	vs 53%*
Most likely to be staying because happy with salary	21%	vs 14%*

Attractors

More likely to be attracted by pay	74%	vs 69%*
More likely to be attracted by healthcare benefits	19%	vs 15%*
Half as likely to be attracted by strong culture and leadership	13%	vs 26%*

Belgium

Length in role

More likely to have been in role longer than 5	23%	vs 16%*
Less likely to be happy in role	52%	vs 55%*

Plans to leave

Least likely to be planning to leave in the next year	28%	vs 40%*
Most likely to leave because of company culture	50%	vs 32%*

Attractors

Most likely to be attracted by training and reskilling opportunities	37%	vs 25%*
More likely to be attracted by work from anywhere policy	49%	vs 41%*
Most likely to be attracted by the location of the office	42%	vs 26%*

Netherlands

Length in role

Least likely to have been in role under a year	22%	vs 36%*
Most likely to have been in role more than 5 years	42%	vs 16%*
Most likely to be happy in role	85%	vs 55%*

Plans to leave

Most likely to have no plans to leave	42%	vs 36%*

Attractors

Most likely to be attracted by work from anywhere policy	37%	vs 25%*
Most likely to be attracted by purpose and values of organisation	33%	vs 21%*
Most likely to be attracted by the location of the office	42%	vs 26%*
Most likely to be attracted by travel opportunities	17%	vs 9%*

Ireland

Length in role

Most likely to have been in role 3–5 years	34%	vs 20%*
Least likely to have been in role more than 10 years	3%	vs 7%*
Less likely to be happy in role	45%	vs 55%*

Plans to leave

Most likely to be planning to leave in the next 12 months	46%	vs 40%*
More likely to leave to change location	22%	vs 17%*

Attractors

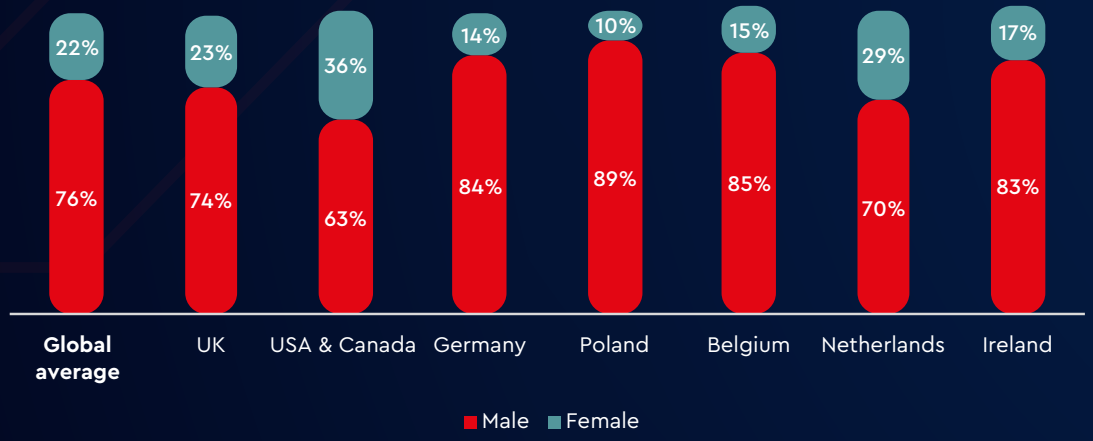
More likely to be attracted by the organisation	60%	vs 46%*
More likely to be attracted by the opportunity to work from home	71%	vs 61%*

Data representative of core geographies where we operate

4 The inclusive workplace

If we haven't understood the importance of DE&I in technology by now, it is possible we never will. Its relevance persists, particularly as younger tech professionals view it as a key factor when choosing a job. Given the limited diversity of our respondents, the magnitude of the challenge is clear. Perhaps the answer lies in how we engage the current tech community to become true allies to minority groups.

The DE&I gender paradox



What gender do you identify as? Excludes non-binary and prefer not to say.

Why DE&I still matters

The paradox remains in that 83 per cent of our respondents think that their organisation does enough to support diversity in the workplace but 76 per cent of all those who responded to our survey are white males. And while DE&I is about much more than ethnicity, it highlights significant access gaps for disabled people and those from lower socio-economic backgrounds. More than a third (34 per cent) of all respondents state that efforts to improve diversity have improved over the last 2 years, but the question has to be asked – where are the results?

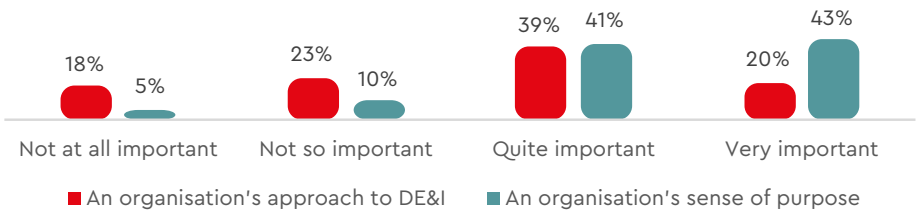
The decline in DE&I initiatives isn't as novel as it may seem. According to Gravity Research, mentions of 'DE&I', 'diversity' and 'racial equity' in Fortune 100 company public documents dropped by 72 per cent from January 2023 to May 2025.[2] This suggests organisations have been quietly moving away from DE&I for years. That said, 12 per cent of our technologists say there has been less emphasis and investment in these areas over the past 2 years, suggesting a further decline.

Yet, DE&I remains significant, not only because it broadens perspectives, mitigates tech bias, and prevents groupthink, but also because it continues to be a crucial element in attracting new talent.

2. Gravity Research, 'Analyzing changes in corporate DEI messaging', 2025. Published on GRAVITYRESEARCH.COM.

Analysing our data, 84 per cent of respondents state that an organisation's sense of purpose is important when selecting a new role, but only 59 per cent think their approach to DE&I holds the same weight. However, this rises to 69 per cent when the respondent identifies as any ethnicity other than white, 71 per cent if the respondent is female; and even 50 per cent of white males agree.

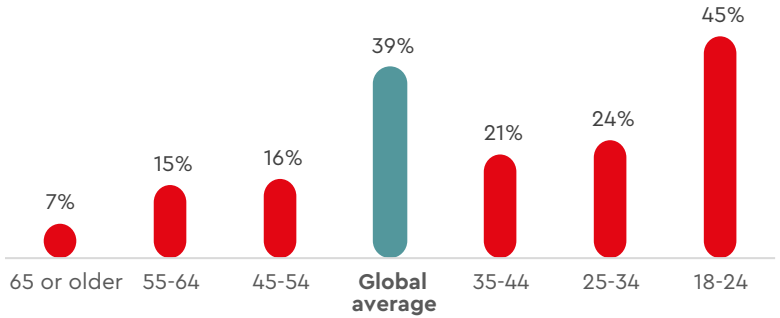
The importance of DE&I



When it comes to your next role, how important is DE&I and an organisation's sense of purpose?

If we filter this notion of DE&I through the lens of age, an important fact emerges – it matters a lot more to younger tech professionals.

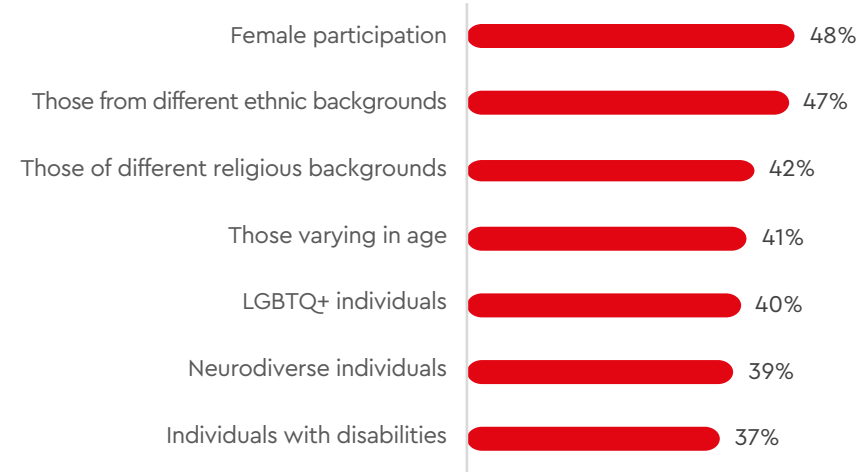
Younger technologists place a premium on a company's DE&I approach



When it comes to your next role, how important is an organisation's approach to DE&I?

When it comes to female participation in the sector, less than half (48 per cent), think the tech sector is doing enough to support female participation in technology and this is probably the longest-running endeavour in DE&I initiatives. The direction needs to change quite a bit more before the majority of our technologists will feel that their organisation is doing enough to support all of the diverse characteristics that could enhance the industry.

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…

Respondents' comments on diversity

The inclusive workplace

How does your country compare to the global average?

UK

Male/Female ratio **74:23**

USA & Canada

Male/Female ratio **63:36**

Most ethnic minorities **54%** vs **33%***

Germany

Male/Female ratio **84:14**

Least likely to think that organisation is doing enough to promote DE&I **75%** vs **83%***

Poland

Male/Female ratio **89:10**

Least ethnic minorities **8%** vs **33%***

Most likely to think DE&I is not at all important when changing role **44%** vs **18%***

Belgium

Male/Female ratio **85:15**

Fewer ethnic minorities **18%** vs **33%***

Netherlands

Male/Female ratio **70:29**

Fewer ethnic minorities **12%** vs **33%***

Most likely to believe organisation is doing enough to promote DE&I **95%** vs **83%***

Least likely to think DE&I is very important when considering a new role **3%** vs **20%***

Least likely to have seen increased efforts in DE&I over last 2 years **19%** vs **34%***

Ireland

Male/Female ratio **83:17**

More ethnic minorities **40%** vs **33%***

More likely to have seen a decrease in DE&I efforts over last 2 years **18%** vs **12%***

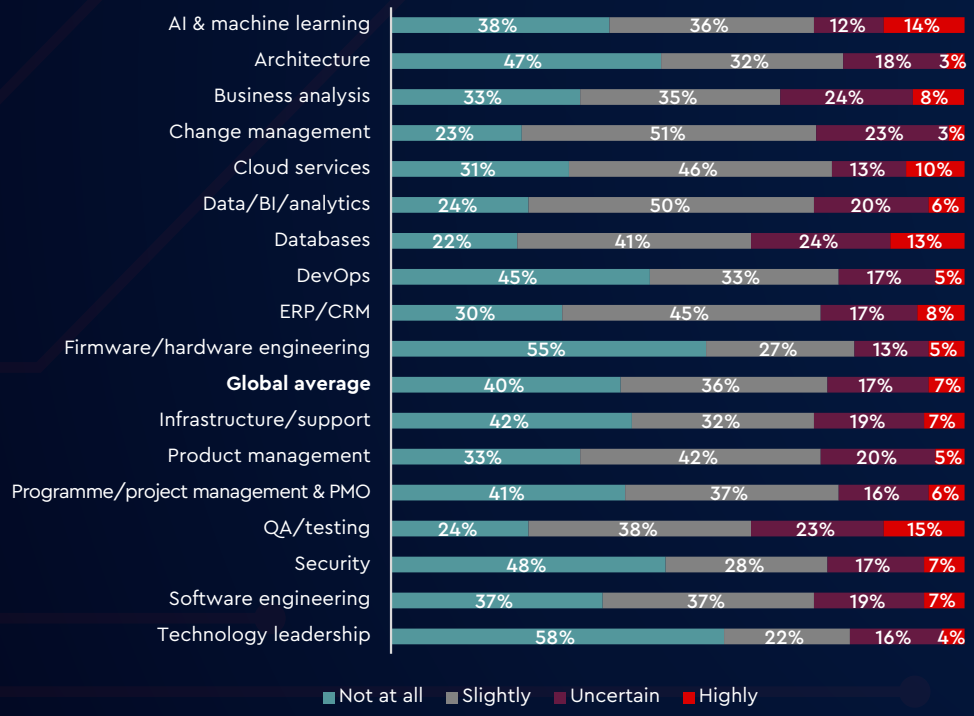
Data representative of core geographies where we operate

*Global average

5 Fit for the future

Emerging technologies often become either ubiquitous throughout an organisation or fade away completely. The use of AI and cybersecurity have certainly become standard practice in business today. However, achieving optimal results from technology takes ongoing effort and commitment throughout its lifecycle. Our research suggests there is still significant room for improvement in many areas ranging from strategic thinking through to actively upskilling the workforce in these technologies.

Roles under threat from AI



Do you feel that your job is under threat from AI?

Strategic thinking

This year's survey shows that, after talent shortages, a lack of strategic thinking is seen as one of the biggest barriers to achieving technology goals. Over half (51 per cent) of respondents cite an unclear strategy as a significant barrier, while 45 per cent believe leadership lacks sufficient understanding of technology. Surprisingly, IT strategy has emerged on our table of most in-demand skills for tech leaders for the first time in several years of reporting.

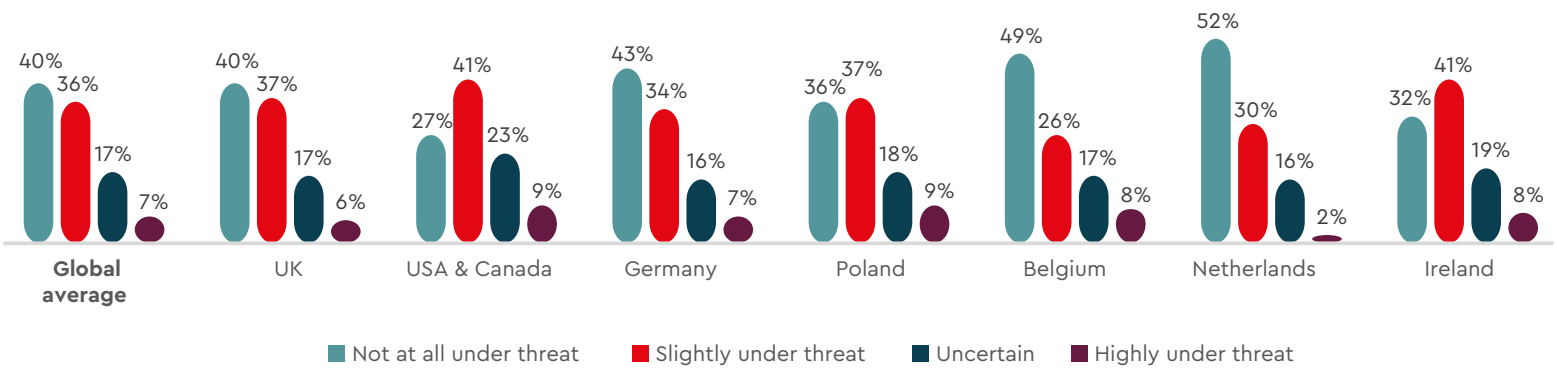
Can we blame this on AI? Perhaps. Organisations are adapting to the pace of change and implications of AI, and if they were candid, many senior managers might admit that junior technologists often have a better grasp of these technologies. According to our survey, 1 in 5 (20 per cent) of respondents report their organisations still lack a clear AI strategy. The responsibilities of tech team managers are also evolving quickly. Traditionally a vital bridge between strategy and execution, tech managers now oversee not only their teams but also algorithms, platforms and AI-powered processes.

AI is no longer just a background tool – it's actively shaping decisions, influencing workflows, and, in some cases, redefining how teams operate. The next generation of tech management may well be in a better place to strategise from a place of deep understanding but for now there is a certain level of uncertainty and trial and error.

AI

The narrative of AI has shifted from speculative excitement to a growth phase, characterised by massive capital investment in data centres and rapid monetisation via agentic applications (AI-powered software that not only assists with tasks, but decides and acts to achieve specific business objectives). If AI could handle tech roles independently, it would be a significant challenge for tech teams. In reality, AI serves as a tool that supports technologists rather than replaces them – someone has to manage, direct and monitor the AI. Nonetheless, on global average, more than 4 in 10 (40 per cent) of our technologists feel that their role is under threat from AI.

Dutch technologists feel least threatened by AI



Do you feel that your job is under threat from AI?

Looking across the world, Dutch technologists feel least threatened about losing their role to AI.

An interesting paradox emerges when looking at which specialisms are most worried about AI's impact. Quality assurance and testing professionals are twice as likely as the global average to be highly concerned about losing their job, but the next group is AI/machine learning specialists. Fourteen per cent believe their role is at high risk, which is double the global average. Could this be because they have both seen and helped shape the future and understand AI's potential for recursive self-improvement?

Meanwhile, younger respondents aged 18 to 24 years old are more confident about their future employability with almost 6 in 10 believing that their role is safe. Perhaps entering the workforce during the rise of AI and being comfortable with various use cases has removed the fear factor.

What stands in the way of AI progress remains 'having the right tools and technology' but also 'demonstrating the business case'. This doubles down on the strategy issue – it's clear there are benefits, but a deeper understanding of how to achieve them is needed.

LinkedIn insight

The most needed AI skills employers are searching for are:

1. Machine Learning
2. Data Structures
3. Pattern Recognition
4. Deep Learning
5. Large Language Models (LLM)
6. Natural Language Processing (NLP)
7. Computer Vision
8. Pandas (Software)
9. Scikit-Learn
10. Prompt Engineering

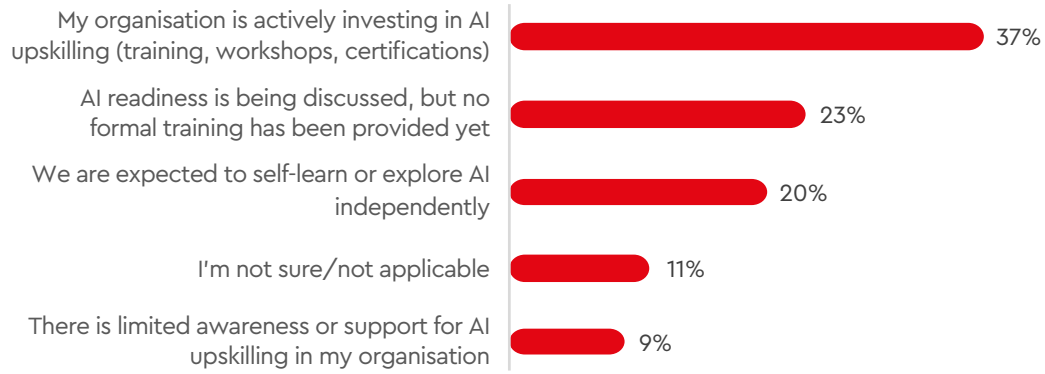
Source: Artificial Intelligence skills associated with the most Engineering and IT job posts in 2025 on LinkedIn.

Reskilling and upskilling the workforce are essential for organisations to fully benefit from AI-driven change. Achieving this requires dedicated attention to developing skills, along with an appropriate budget to support these efforts. The easiest way is for employees to learn new tools that enhance their current roles or gain entirely new competencies for different positions. This responsibility is shared: employees should proactively drive their own growth, while employers need to view staff development as a valuable investment.

However, in reality many organisations appear to be leaving a great deal to chance. While three-quarters (75 per cent) of respondents report being given access to AI tools and platforms, only 37 per cent report that their organisations are investing in skills development and less than half (43 per cent) are given dedicated time to experiment and learn. A further 1 in 5 (20 per cent) expect employees to self-learn, and 23 per cent are still waiting for formal training to be provided. Even among organisations with relatively advanced AI implementations, only 37 per cent have established a dedicated AI-focused team or working group, compared to just 23 per cent of those at an earlier stage. This lack of structure is reflected in our sister report on digital leadership (The Digital Leadership Report[3]), which found that more than half (52 per cent) of organisations have only limited or minimal active upskilling initiatives in place.

Without a strategic commitment to upskilling, it is unlikely that organisations will fully realise the benefits that AI has to offer. Creating an environment where employees have both the tools and the time to learn, alongside structured training and support, is vital for harnessing the true potential of AI-driven change.

How are organisations preparing for generative AI?



How is your organisation preparing their people for the demands of generative AI?

LinkedIn insight

By 2030, 70% of the skills used in most jobs will change, with AI emerging as a catalyst. Businesses are re-evaluating what skills they need for future success and re-defining which skills will pave the path to economic achievement for workers.

However, 58% of business leaders say they struggle finding the time or resources to provide upskilling opportunities to their employees.

Source: AI Market Update: Tracking AI adoption and skills in the US economy (September 2025)

3. 2025 Digital Leadership Report | Harvey Nash UK

Cybersecurity

AI is clearly a transformative force for data analytics, innovation and operational efficiency, and it is also undeniable that it is quickly propelling us toward an entirely new risk landscape. According to data from the World Economic Forum, the global cost of cybercrime is forecast to reach US$12.2 trillion by 2031[4], placing the scale of cybercriminal operations on par with some of the world's largest economies.

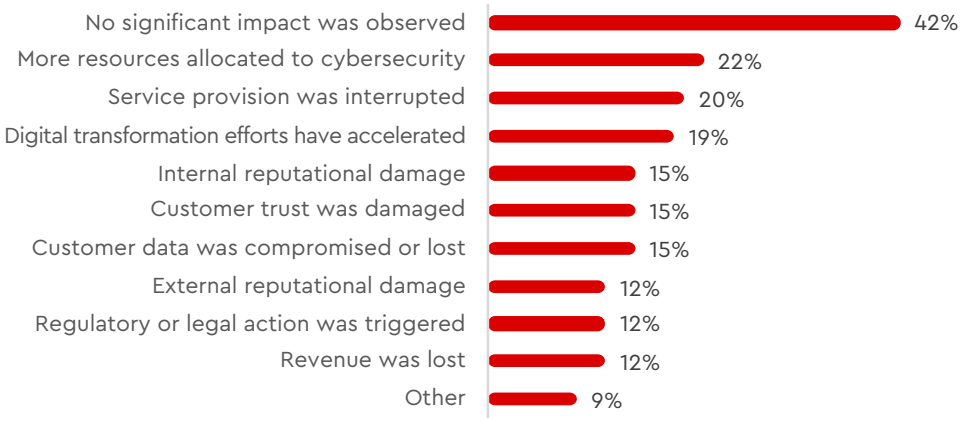
While there were some serious headline-worthy cyberattacks last year, including: Salesforce, Jaguar Land Rover and Change Healthcare, respondents reporting a major attack in the last 2 years continues to run at around 19 per cent. In 42 per cent of cases no significant impact was observed.

Today, cyberattacks are business as usual, especially low-level, daily occurrences like phishing. Globally, business leaders are increasingly concerned about state-sponsored attacks. This concern reflects a broad awareness that geopolitical cyber threats have become a strategic risk for businesses, with pressure increasing on boards to address these dangers directly. But while cybersecurity remains one of the top 3 most sought-after skills globally, respondents working in the security specialism were the least likely to have reported a pay increase over the last year, with only 3 in 10 (29 per cent) being rewarded for their efforts. This is in stark contrast to other roles where half of tech professionals received a pay increase in 2025; specifically, DevOps (56 per cent), product management (51 per cent) and business analysis (50 per cent).

This has left those working in cybersecurity the third most unhappy in their role globally (23 per cent), just behind those working in QA/testing (24 per cent) and infrastructure/support (25 per cent). When it comes to expectations for a salary increase in 2026, those working in cybersecurity (40 per cent) fall below the global average (44 per cent) across all roles and out of the top-10 roles to expect a rise this year. Overall, these findings perhaps beg the question: how hard are organisations working to keep their cyber talent?

4. World Economic Forum, 'Global security outlook'. 2026. Published on WEFORUM.ORG.

The results of cyber breaches



Which of the following has happened as a result of cyber breaches in the last 2 years? Tick all that apply.

Fit for the future

How does your country compare to the global average?

UK

Strategy

Least likely to value strong strategy creation skills in leaders — **40%** vs **46%***

AI

Less likely to feel more than 50% of their role will be automated in the future — **19%** vs **21%***

Less likely to have advanced AI implementations — **11%** vs **17%***

Less likely to have organisations that are upskilling in AI — **32%** vs **37%***

Less likely to be given dedicated time to experiment — **36%** vs **43%***

Cybersecurity

Least likely to have had a major attack — **15%** vs **19%***

More likely to observe no significant impact — **47%** vs **42%***

More likely to have service provision interruption — **24%** vs **20%***

USA & Canada

Strategy

Less likely to report no clear strategy as a barrier to goals — **47%** vs **51%***

AI

Less likely to feel more than 50% of their role will be automated in the future — **19%** vs **21%***

Most likely to feel their role is not at all under threat — **27%** vs **40%***

More likely to have no clear AI strategy — **23%** vs **20%***

Least likely to have internal AI training programmes — **48%** vs **69%***

Cybersecurity

More likely to have had a major attack — **24%** vs **19%***

Most likely for breaches to trigger regulatory or legal action — **17%** vs **12%***

Least likely to see no significant impact — **34%** vs **42%***

Germany

Strategy

More likely to report no clear strategy as a barrier to goals — **64%** vs **51%***

Most likely to value strategy creation skills in leaders — **55%** vs **46%***

AI

Most likely to have no clear AI strategy — **29%** vs **20%***

Less likely to have advanced AI implementations — **12%** vs **17%***

Cultural resistance and budgets biggest barriers to AI strategy

Most likely to have to self-learn AI — **23%** vs **20%***

Cybersecurity

Most likely to see extra resources given to security as a result of breach — **33%** vs **22%***

Most likely to see service provision interruptions as a result of breach — **26%** vs **20%***

*Global average

Data representative of core geographies where we operate

Fit for the future

How does your country compare to the global average?

Poland

Strategy

Least likely to report no clear strategy as a barrier to goals — **30%** vs **51%***

Least likely to value strong strategy creation skills in leaders — **41%** vs **46%***

AI

Most likely to believe that more than 50% of their role will be done by AI in the future — **30%** vs **21%***

More likely to report advanced AI implementations — **22%** vs **17%***

Least likely to be given dedicated time to experiment and learn — **20%** vs **43%***

Least likely to be given dedicated time to experiment and learn — **20%** vs **43%***

Cybersecurity

Least likely to have lost or compromised customer data — **8%** vs **15%***

More likely to allocate extra resources to security as a result of breach — **22%** vs **22%***

Belgium

Strategy

More likely to report no clear strategy as a barrier to goals — **64%** vs **51%***

More likely to value strong strategy creation skills in leaders — **54%** vs **46%***

AI

Less likely to feel that more than 50% of their role will be automated — **14%** vs **21%***

More likely to feel that their role is not under threat at all — **49%** vs **40%***

Most likely to report no clear AI strategy — **25%** vs **20%***

More likely to be given dedicated time to experiment with AI — **54%** vs **43%***

Cybersecurity

Least likely to have digital transformation accelerated after breach — **11%** vs **19%***

Netherlands

Strategy

Most likely to report no clear strategy as a barrier to goals — **74%** vs **51%***

More likely to value strong strategy creation skills in leaders — **53%** vs **46%***

AI

Less likely to feel that more than 50% of their role will be automated — **10%** vs **21%***

Least likely to feel that their role is not under threat at all — **32%** vs **43%***

Most likely to have internal AI training programmes — **90%** vs **69%***

More likely to have organisations that are actively upskilling — **48%** vs **37%***

Cybersecurity

Most likely to have experienced a major attack in last 2 years — **25%** vs **19%***

Twice as likely to experience internal reputational damage after breach — **32%** vs **15%***

Most likely to have lost or compromised customer data — **21%** vs **15%***

Ireland

Strategy

Less likely to feel that no clear strategy is a barrier to technology goals — **46%** vs **51%***

Less likely to value strategy creation in leaders — **43%** vs **46%***

AI

Least likely to have no clear AI strategy in place — **16%** vs **20%***

Most likely to have advanced AI implementations — **24%** vs **17%***

Most likely to be investing in AI upskilling — **50%** vs **34%***

More likely to have internal AI training programmes — **74%** vs **69%***

Cybersecurity

Least likely to be unclear about whether they have experienced a major attack in the last 2 years — **15%** vs **24%***

Most likely to have suffered external reputational damage as a result of attack — **17%** vs **12%***

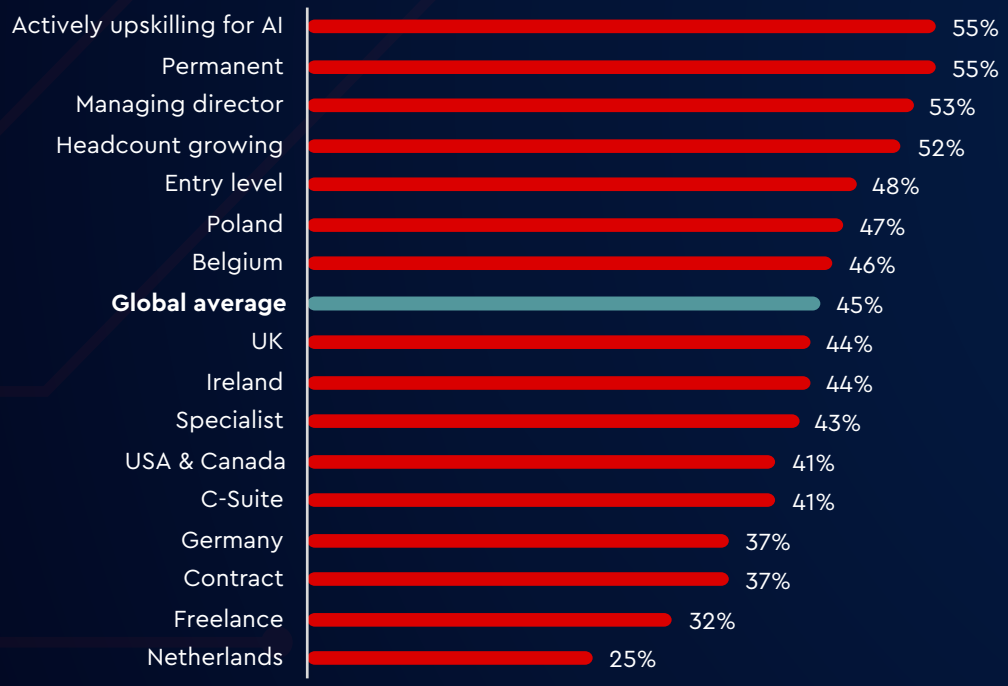
Data representative of core geographies where we operate

*Global average

6 Salary shifts

Technology remains a well-paid space to work in. Rewards are best in businesses where technology is seen as a growth engine (driver of organisational growth), not a cost to be minimised. These organisations are more likely to be investing in AI at scale, expanding their tech teams and employing technologists that feel able to influence strategy and decision-making.

Received a pay increase



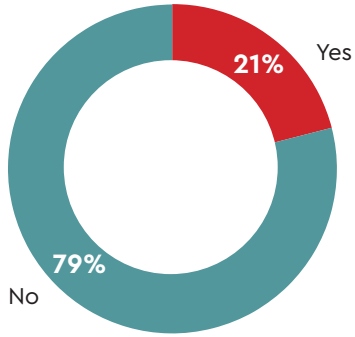
How has your salary/rate changed in the last 12 months? Increased.

Buoyant salaries

Over the past year, many technologists, both junior and senior saw their salaries increase. On average, 45 per cent received a pay rise, with holding a permanent or senior role raising the likelihood of more reward. Organisations that expanded their workforce and invested in AI are also likely to be awarding pay increases more than their global peers.

Just over a fifth, (21 per cent) of technologists received a promotion last year; however, a promotion does not always result in a higher salary. Of those promoted, just over three-quarters of respondents (76 per cent) received a pay increase while 18 per cent saw no change in their earnings, and 6 per cent experienced a reduction in salary.

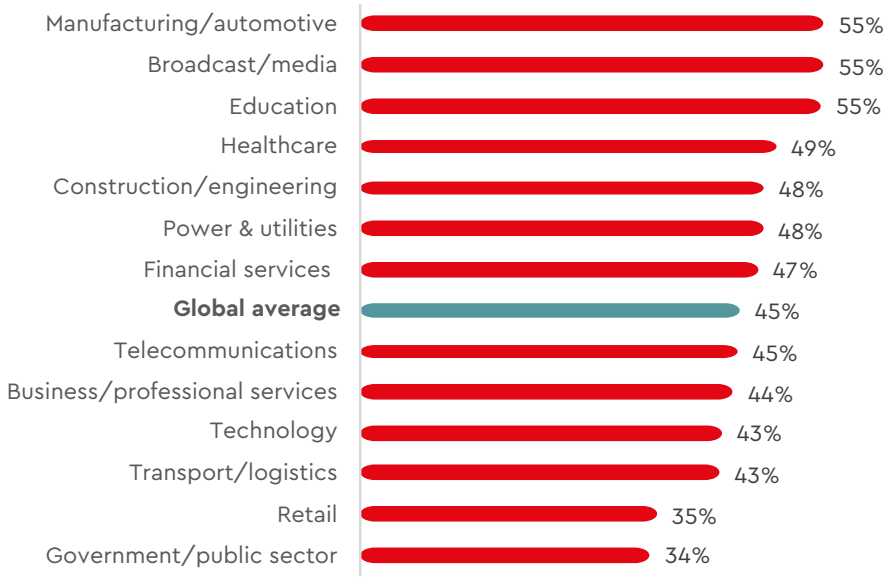
Promotions awarded last year



Did you receive a promotion in the last 12 months?

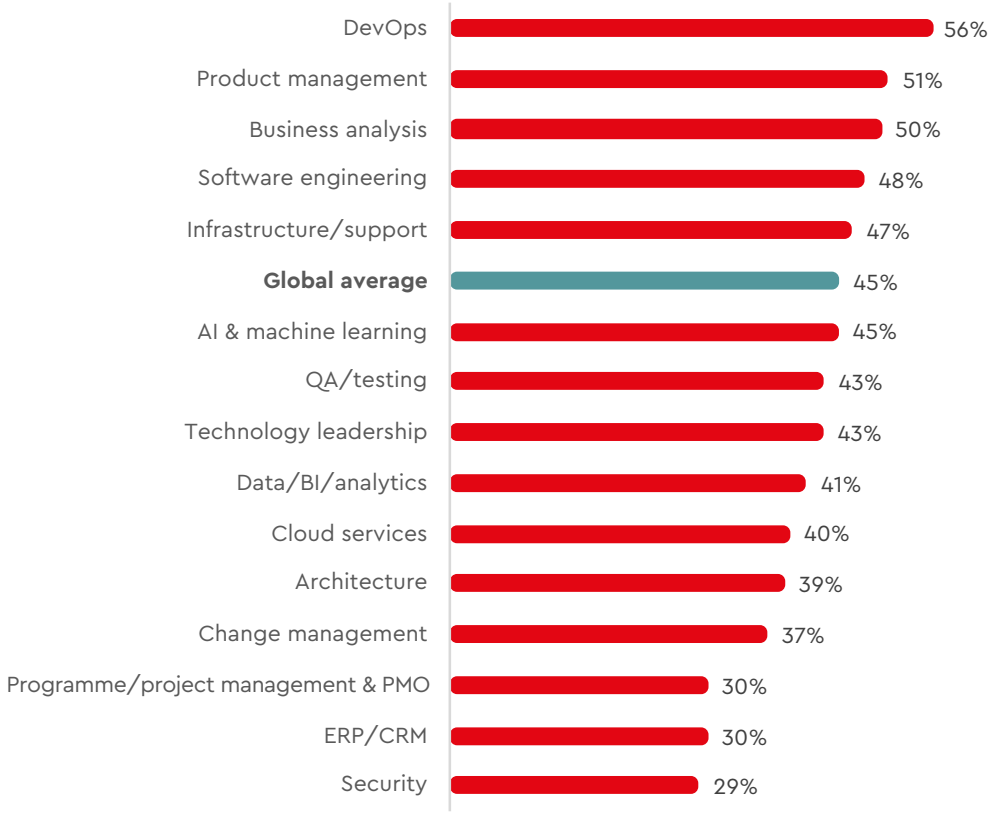
When looking across sectors, manufacturing tops the table for pay increases, driven by its intense demand for digital transformation, automation and AI integration.

Manufacturing leads the way for pay rises



How has your salary/rate changed in the last 12 months? Increased.

DevOps leads the way for pay increases



How has your salary/rate changed in the last 12 months? Increased.

Paying a premium

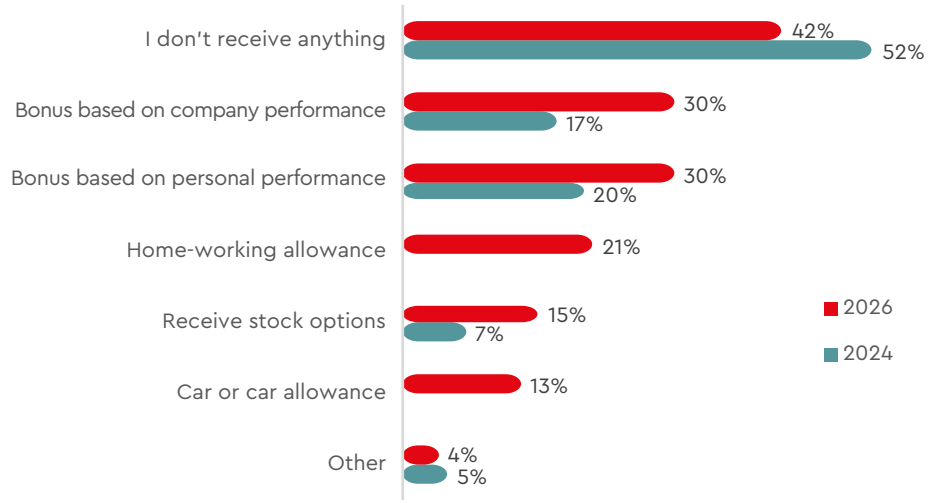
Where pay increases occurred the majority were reflective of global inflation with 42 per cent of respondents reporting between 1 and 5 per cent. A lucky 8 per cent received more than 30 per cent. When looking at who is receiving the biggest hikes in salary, project managers and software engineers are the most likely to receive more than 20 per cent increases over the last year, particularly if working as a contractor rather than permanent employee. This suggests that organisations are willing to pay a premium to retain top-tier, proven talent and to attract leaders from competitors.

More than base pay

When it comes to total package, technologists are increasingly receiving monetary rewards in addition to pay. But on average 42 per cent of our technologists receive no other monetary reward than their salary, but this is significantly fewer than we reported in our previous survey where this figure was more than half. While we are tracking more types of additional perks in this survey than we did last year, one interesting point to note is that there are increases across all types of performance bonuses and stock options.

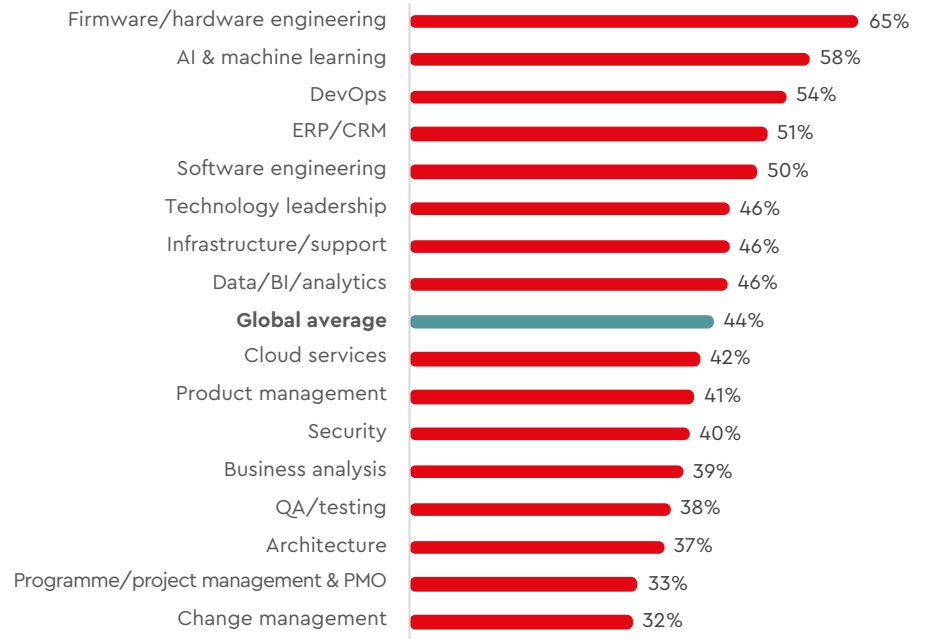
Our sense is that organisations are operating in an intense, AI-driven, high-stakes talent market that demands specialised skills while also having to negotiate talent shortfalls and leaner teams. Focusing teams on performance, whether personal or corporate, is a strategy for both driving efficiency and incentivising the team.

Additional compensation



What other monetary compensation do you receive?

Firmware/hardware engineers most optimistic about pay increases



Do you expect to receive a pay increase in the next 12 months?

Salary shifts

How does your country compare to the global average?

UK

Pay

- Slightly less likely to have had a pay increase: 44% vs 45%*
- Less likely to expect a pay rise in the coming year: 41% vs 47%*

Bonus

- Most likely to receive a company performance bonus: 31% vs 30%*
- Less likely to receive a home-working allowance: 10% vs 21%*

Promotion

- Less likely to have received a promotion: 12% vs 22%*

USA & Canada

Pay

- Less likely to have had a pay increase: 41% vs 45%*
- Received a pay rise of 10% or more: 38% vs 25%*
- Slightly less likely to expect a pay rise in the coming year: 46% vs 47%*

Bonus

- More likely to not receive any additional monetary compensation: 47% vs 42%*

Promotion

- Most likely to have received a promotion: 26% vs 22%*

Germany

Pay

- Less likely to have had a pay increase: 37% vs 45%*
- Received a pay rise of 10% or more: 34% vs 25%*
- Less likely to expect a pay rise in the coming year: 42% vs 47%*

Bonus

- More likely to receive additional monetary compensation: 62% vs 58%*

Promotion

- Less likely to have received a promotion: 12% vs 22%*

Poland

Pay

- Slightly more likely to have had a pay increase: 47% vs 45%*
- Most likely to expect a pay rise in the coming year: 51% vs 47%*

Bonus

- More likely to receive no additional monetary compensation: 52% vs 42%*
- Less likely to receive stock options: 10% vs 15%*

Promotion

- Less likely to have received a promotion: 17% vs 22%*

Belgium

Pay

- Slightly more likely to have had a pay increase: 46% vs 45%*
- Less likely to expect a pay rise in the coming year: 44% vs 47%*

Bonus

- Least likely to receive a personal performance bonus: 13% vs 30%*
- Least likely to receive a company performance bonus: 15% vs 30%*

Promotion

- Less likely to have received a promotion: 15% vs 22%*

Netherlands

Pay

- Least likely to have had a pay increase: 25% vs 45%*
- Least likely to expect a pay rise in the coming year: 26% vs 47%*

Bonus

- Most likely to receive no additional monetary compensation: 68% vs 42%*

Promotion

- Unlikely to have received a promotion: 5% vs 22%*

Ireland

Pay

- Slightly less likely to have received a pay increase: 44% vs 45%*
- Less likely to have had a pay change in excess of 10% or more: 28% vs 32%*
- Less likely to expect a pay rise in the coming year: 41% vs 47%*

Bonus

- Most likely to receive stock options: 21% vs 15%*

Promotion

- Less likely to have received a promotion: 17% vs 22%*

Data representative of core geographies where we operate

*Global average

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.

UK annual permanent salaries and contractor day rates

AI and machine learning

	Annual permanent salary			Contractor day rate		
	Lower	Average	Upper	Lower	Average	Upper
ML engineer	£70,000	£85,000	£120,000	£450	£600	£900
AI engineer	£65,000	£75,000	£100,000	£450	£600	£900
LLM engineer	£60,000	£75,000	£120,000	£450	£600	£900
Prompt engineer	£65,000	£80,000	£100,000	£350	£500	£700
AI coach	£65,000	£80,000	£100,000	£500	£650	£1,000
Applied scientist	£65,000	£80,000	£110,000	£500	£700	£900
Research scientist	£60,000	£85,000	£120,000	£400	£650	£850

Application development and engineering

	Annual permanent salary			Contractor day rate		
	Lower	Average	Upper	Lower	Average	Upper
Database administrator	£40,000	£60,000	£80,000	£300	£450	£600
Data warehousing	£45,000	£60,000	£80,000	£350	£500	£700
Hardware engineer	£50,000	£65,000	£80,000	£350	£500	£700
Software engineer	£50,000	£70,000	£100,000	£350	£500	£750
Firmware engineer	£40,000	£55,000	£70,000	£350	£500	£700
VR/AR	£40,000	£55,000	£70,000	£400	£500	£650
Mobile developer	£50,000	£70,000	£100,000	£400	£500	£750
Web designer	£35,000	£50,000	£60,000	£350	£450	£600
UI/UX designer	£35,000	£55,000	£70,000	£350	£500	£700
Full-stack developer	£50,000	£70,000	£100,000	£400	£550	£700
Frontend developer	£40,000	£65,000	£90,000	£350	£500	£650
Backend developer	£50,000	£70,000	£100,000	£400	£500	£700
Backend engineer	£55,000	£75,000	£110,000	£400	£500	£750
Embedded engineer	£50,000	£70,000	£100,000	£350	£500	£800

Architecture

	Annual permanent salary			Contractor day rate		
	Lower	Average	Upper	Lower	Average	Upper
Solution architect	£60,000	£80,000	£105,000	£525	£600	£750
Technical architect	£60,000	£80,000	£105,000	£550	£625	£775
Cloud architect	£65,000	£85,000	£110,000	£525	£600	£750
Application architect	£60,000	£80,000	£100,000	£525	£600	£700
Enterprise architect	£75,000	£95,000	£130,000	£650	£800	£1,200
Network architect	£60,000	£75,000	£90,000	£500	£575	£700
Security architect	£75,000	£95,000	£130,000	£650	£800	£1,200
Data architect	£65,000	£85,000	£120,000	£575	£700	£1,000
AI architect	£70,000	£90,000	£110,000	£650	£800	£1,000

Cloud services

	Annual permanent salary			Contractor day rate		
	Lower	Average	Upper	Lower	Average	Upper
DevOps	£70,000	£90,000	£120,000	£450	£500	£550
Cloud computing	£70,000	£90,000	£120,000	£450	£500	£550
Infrastructure engineer	£47,500	£55,000	£60,000	£400	£475	£550
IT help desk	£28,500	£30,000	£32,000	£200	£250	£300
Desktop support	£33,000	£35,000	£37,000	£250	£300	£350
Test manager	£50,000	£75,000	£100,000	£450	£525	£600
QA engineer	£35,000	£50,000	£65,000	£400	£450	£550
Tester	£30,000	£45,000	£55,000	£400	£450	£550
Cloud engineer	£70,000	£90,000	£120,000	£450	£500	£550

Data and analytics

	Annual permanent salary			Contractor day rate		
	Lower	Average	Upper	Lower	Average	Upper
Data engineer	£55,000	£65,000	£80,000	£450	£600	£700
Data scientist	£60,000	£75,000	£100,000	£450	£600	£800
Data analyst	£45,000	£55,000	£65,000	£300	£400	£500
BI developer	£45,000	£55,000	£65,000	£300	£400	£500
SQL developer	£45,000	£55,000	£65,000	£300	£400	£550
Data architect	£70,000	£85,000	£100,000	£400	£600	£800
Data protection officer	£85,000	£100,000	£130,000	£650	£850	£1,200

Project/product and change management

	Annual permanent salary			Contractor day rate		
	Lower	Average	Upper	Lower	Average	Upper
Functional analyst	£53,000	£66,000	£85,000	£450	£550	£700
Business analyst	£50,000	£65,000	£80,000	£450	£535	£650
Business systems analyst	£45,000	£60,000	£75,000	£450	£500	£650
Change manager	£55,000	£65,000	£80,000	£450	£525	£750
Scrum master	£65,000	£75,000	£90,000	£450	£500	£700
Agile practitioner	£60,000	£68,000	£100,000	£500	£550	£700
Delivery lead	£65,000	£75,000	£90,000	£500	£600	£800
Product owner	£65,000	£70,000	£90,000	£550	£550	£700
Project manager	£60,000	£65,000	£80,000	£500	£600	£800
Programme manager	£70,000	£80,000	£100,000	£600	£700	£900
PMO	£40,000	£47,000	£70,000	£400	£500	£700
Project co-ordinator	£30,000	£35,000	£40,000	£300	£400	£500
Product manager	£70,000	£75,000	£100,000	£500	£600	£800

Security

	Annual permanent salary			Contractor day rate		
	Lower	Average	Upper	Lower	Average	Upper
Chief information security officer	£130,000	£150,000	£180,000	£900	£1,000	£1,200
Information security architect	£85,000	£90,000	£100,000	£700	£800	£900
Head of information security	£90,000	£110,000	£120,000	£750	£800	£850
Information security engineer	£70,000	£75,000	£80,000	£550	£600	£700
Information security analyst	£60,000	£70,000	£80,000	£250	£350	£400
DPO	£85,000	£100,000	£130,000	£650	£850	£1,200
Security risk analyst	£60,000	£70,000	£80,000	£550	£650	£700
SOC analyst	£50,000	£60,000	£70,000	£400	£450	£600

Cybersecurity

	Annual permanent salary			Contractor day rate		
	Lower	Average	Upper	Lower	Average	Upper
Head of cybersecurity	£95,000	£110,000	£130,000	£750	£800	£900
Cybersecurity manager (GRC, network & comms threat incident)	£80,000	£90,000	£110,000	£650	£700	£750
Cybersecurity architect	£90,000	£100,000	£110,000	£650	£750	£850
Cybersecurity engineer	£70,000	£80,000	£85,000	£500	£550	£600
Cybersecurity analyst (SOC)	£50,000	£60,000	£70,000	£400	£450	£550

Tech leadership

	Annual permanent salary			Contractor day rate		
	Lower	Average	Upper	Lower	Average	Upper
Chief technology officer	£125,000	£175,000	£250,000	£800	£1,200	£1,800
Chief information officer	£150,000	£200,000	£250,000	£1,000	£1,400	£2,000
Chief digital officer	£140,000	£175,000	£225,000	£900	£1,200	£2,000
Chief data officer	£140,000	£175,000	£250,000	£1,000	£1,500	£2,000
Chief information security officer	£125,000	£160,000	£190,000	£900	£1,250	£2,250
Chief technology and product officer	£130,000	£180,000	£225,000	£1,000	£1,400	£2,000
IT director/head of IT	£100,000	£130,000	£175,000	£700	£900	£1,200
Chief AI officer	£125,000	£175,000	£250,000	£1,000	£1,600	£2,400
Tech lead	£80,000	£95,000	£115,000	£650	£750	£900
Engineering manager	£90,000	£135,000	£185,000	£500	£700	£850

Testing

	Annual permanent salary			Contractor day rate		
	Lower	Average	Upper	Lower	Average	Upper
Test manager	£55,000	£65,000	£80,000	£400	£550	£650
QA engineer	£35,000	£48,000	£65,000	£300	£450	£550
Tester	£32,000	£45,000	£55,000	£300	£400	£500
Penetration tester	£55,000	£65,000	£85,000	£400	£550	£750
Automation tester	£38,000	£60,000	£75,000	£400	£500	£650

USA & Canada annual permanent salaries and contractor hourly rates

AI and machine learning

	Annual permanent salary			Contractor hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
ML engineer	$154,377	$161,079	$190,255	$74.22	$77.44	$91.47
AI engineer	$136,300	$142,245	$167,973	$65.53	$68.39	$80.76
LLM engineer	$163,618	$171,066	$204,265	$78.66	$82.24	$98.20
Prompt engineer	$112,520	$117,469	$138,664	$54.10	$56.48	$66.67
AI chief	$339,377	$380,025	$609,884	$163.16	$182.70	$293.21
Applied scientist	$111,723	$116,886	$139,470	$53.71	$56.20	$67.05
Research scientist	$132,893	$138,697	$163,775	$63.89	$66.68	$78.74

Application development and engineering

	Annual permanent salary			Contractor hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
Database administrator	$122,930	$128,586	$153,463	$59.10	$61.82	$73.78
Data warehousing	$139,896	$146,299	$174,646	$67.26	$70.34	$83.96
Hardware engineer	$126,797	$132,624	$158,291	$60.96	$63.76	$76.10
Software engineer	$137,283	$143,268	$169,185	$66.00	$68.88	$81.34
Firmware engineer	$124,254	$129,694	$153,127	$59.74	$62.35	$73.62
VR/AR	$114,129	$118,395	$135,211	$54.87	$56.92	$65.01
Mobile developer	$142,361	$148,559	$175,444	$68.44	$71.42	$84.35
Web designer	$98,966	$102,696	$117,244	$47.58	$49.37	$56.37
UX designer	$101,277	$105,756	$124,805	$48.69	$50.84	$60.00
Full-stack developer	$139,143	$145,213	$171,478	$66.90	$69.81	$82.44
Frontend developer	$137,957	$144,019	$170,012	$66.33	$69.24	$81.74
Backend developer	$127,300	$132,868	$156,881	$61.20	$63.88	$75.42
Backend engineer	$122,528	$127,896	$150,999	$58.91	$61.49	$72.60
Embedded engineer	$128,645	$134,269	$158,539	$61.85	$64.55	$76.22

Architecture

	Annual permanent salary			Contractor hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
Solution architect	$152,009	$157,613	$180,094	$73.08	$75.78	$86.58
Technical architect	$123,689	$129,105	$152,430	$59.47	$62.07	$73.28
Cloud architect	$170,243	$176,520	$201,697	$81.85	$84.87	$96.97
Software architect	$150,914	$156,480	$178,796	$72.55	$75.23	$85.96
Enterprise architect	$149,104	$156,242	$188,540	$71.68	$75.12	$90.64
Network architect	$131,016	$137,029	$163,559	$62.99	$65.88	$78.63
Security architect	$151,349	$156,930	$179,312	$72.76	$75.45	$86.21
Data architect	$126,233	$131,756	$155,566	$60.69	$63.34	$74.79
AI architect	$181,985	$189,840	$224,282	$87.49	$91.27	$107.83

Cloud services

	Annual permanent salary			Contractor hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
DevOps	$130,947	$136,986	$163,470	$62.96	$65.86	$78.59
Cloud consultant	$118,412	$122,830	$140,286	$56.93	$59.05	$67.45
Infrastructure engineer	$119,798	$125,052	$147,634	$57.60	$60.12	$70.98
IT helpdesk	$70,976	$74,345	$88,595	$34.12	$35.74	$42.59
Desktop support	$73,809	$77,139	$90,951	$35.49	$37.09	$43.73
Test manager	$135,895	$142,122	$169,651	$65.33	$68.33	$81.56
QA engineer	$99,231	$103,844	$123,873	$47.71	$49.93	$59.55
Software test engineer	$113,979	$118,990	$140,462	$54.80	$57.21	$67.53
Cloud engineer	$140,718	$146,853	$173,418	$67.65	$70.60	$83.37

Data and analytics

	Annual permanent salary			Contractor hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
Data engineer	$119,663	$125,175	$149,383	$57.53	$60.18	$71.82
Data scientist	$135,662	$141,879	$169,360	$65.22	$68.21	$81.42
Data analyst	$110,309	$115,410	$137,705	$53.03	$55.49	$66.20
BI developer	$116,390	$121,501	$143,433	$55.96	$58.41	$68.96
SQL server developer	$116,298	$121,406	$143,321	$55.91	$58.37	$68.90
Data architect	$126,233	$131,756	$155,566	$60.69	$63.34	$74.79
Data privacy director	$222,863	$242,091	$345,152	$107.15	$116.39	$165.94

Project/product and change management

	Annual permanent salary			Contractor hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
Functional analyst	$98,992	$103,376	$121,990	$47.59	$49.70	$58.65
Business analyst	$110,368	$115,227	$136,011	$53.06	$55.40	$65.39
Business systems analyst	$118,280	$123,471	$145,764	$56.87	$59.36	$70.08
Change manager	$140,630	$147,690	$180,095	$67.61	$71.00	$86.58
Scrum master	$129,187	$134,845	$159,205	$62.11	$64.83	$76.54
Agile project manager	$145,646	$151,982	$179,493	$70.02	$73.07	$86.29
Artificial intelligence chief	$339,377	$380,025	$609,884	$163.16	$182.70	$293.21
Product owner	$126,900	$132,451	$156,388	$61.01	$63.68	$75.19
Project manager	$169,892	$177,999	$214,830	$81.68	$85.58	$103.28
Programme manager	$133,304	$138,832	$162,155	$64.09	$66.75	$77.96
Manager program/ project management office	$133,304	$138,832	$162,155	$64.09	$66.75	$77.96
Project co-ordinator	$74,710	$78,577	$95,663	$35.92	$37.78	$45.99
Product manager	$170,065	$178,555	$217,795	$81.76	$85.84	$104.71

Security

	Annual permanent salary			Contractor hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
Chief information security officer	$304,486	$330,655	$471,584	$146.39	$158.97	$226.72
Security architect	$151,349	$156,930	$179,312	$72.76	$75.45	$86.21
Head of information security	$116,274	$121,380	$143,290	$55.90	$58.36	$68.89
Security engineer	$134,349	$140,508	$167,721	$64.59	$67.55	$80.63
Security analyst	$116,274	$121,380	$143,290	$55.90	$58.36	$68.89
Penetration tester	$125,110	$130,586	$154,181	$60.15	$62.78	$74.13
Data privacy director	$222,863	$242,091	$345,152	$107.15	$116.39	$165.94
Risk analyst	$82,437	$86,311	$102,905	$39.63	$41.50	$49.47
SOC analyst	$70,880	$74,245	$88,475	$34.08	$35.69	$42.54
Cybersecurity	$118,158	$123,343	$145,613	$56.81	$59.30	$70.01

Tech leadership

	Annual permanent salary			Contractor hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
Chief technology officer	$368,964	$413,139	$663,125	$177.39	$198.62	$318.81
Chief information officer	$462,401	$517,837	$832,055	$222.31	$248.96	$400.03
Chief digital officer	$399,007	$446,764	$717,186	$191.83	$214.79	$344.80
Chief data officer	$298,485	$317,154	$411,301	$143.50	$152.48	$197.74
Chief information security officer	$304,486	$330,655	$471,584	$146.39	$158.97	$226.72
Chief technology and product officer	$307,844	$321,641	$384,341	$148.00	$154.64	$184.78
IT director/head of IT	$194,237	$206,514	$267,860	$93.38	$99.29	$128.78
Chief AI officer	$338,615	$379,172	$608,515	$162.80	$182.29	$292.56
Engineering manager	$136,803	$143,070	$170,784	$65.77	$68.78	$82.11

Testing

	Annual permanent salary			Contractor hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
Test manager	$135,895	$142,122	$169,651	$65.33	$68.33	$81.56
QA engineer	$99,231	$103,844	$123,873	$47.71	$49.93	$59.55
Software test engineer	$113,979	$118,990	$140,462	$54.80	$57.21	$67.53
Penetration tester	$125,110	$130,586	$154,181	$60.15	$62.78	$74.13

Germany annual permanent salaries and contractor hourly rates

AI and machine learning

	Annual permanent salary			Contract hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
ML engineer	€ 65,000	€ 95,000	€ 115,000	€ 90	€ 115	€ 135
AI engineer	€ 65,000	€ 70,000	€ 105,000	€ 85	€ 105	€ 125
LLM engineer	€ 65,000	€ 70,000	€ 105,000	€ 90	€ 110	€ 130
Prompt engineer	€ 55,000	€ 78,000	€ 100,000	€ 75	€ 105	€ 130
AI coach	€ 40,000	€ 65,000	€ 95,000	€ 65	€ 85	€ 110
Applied scientist	€ 65,000	€ 92,000	€ 115,000	€ 95	€ 120	€ 140
Research scientist	€ 36,000	€ 55,000	€ 75,000	€ 60	€ 80	€ 100

Application development and engineering

	Annual permanent salary			Contract hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
Database administrator	€ 40,000	€ 55,000	€ 75,000	€ 65	€ 80	€ 100
Data warehousing	€ 62,000	€ 80,000	€ 100,000	€ 90	€ 110	€ 130
Hardware engineer	€ 46,000	€ 60,000	€ 80,000	€ 70	€ 90	€ 110
Software engineer	€ 45,000	€ 60,000	€ 80,000	€ 70	€ 90	€ 110
Firmware engineer	€ 40,000	€ 55,000	€ 85,000	€ 70	€ 90	€ 110
VR/AR	€ 55,000	€ 75,000	€ 95,000	€ 85	€ 105	€ 125
Mobile developer	€ 40,000	€ 70,000	€ 90,000	€ 75	€ 100	€ 120
Web designer	€ 38,000	€ 46,000	€ 75,000	€ 60	€ 75	€ 95
UI/UX designer	€ 38,000	€ 55,000	€ 80,000	€ 65	€ 85	€ 105
Full stack developer	€ 55,000	€ 75,000	€ 90,000	€ 90	€ 110	€ 130
Frontend developer	€ 45,000	€ 70,000	€ 90,000	€ 85	€ 115	€ 140
Backend developer	€ 45,000	€ 75,000	€ 90,000	€ 85	€ 115	€ 140
Backend engineer	€ 45,000	€ 75,000	€ 100,000	€ 85	€ 115	€ 140
Embedded engineer	€ 48,000	€ 65,000	€ 100,000	€ 85	€ 115	€ 140

Architecture

	Annual permanent salary			Contract hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
Solution architect	€ 56,000	€ 80,000	€ 100,000	€ 90	€ 115	€ 135
Techical architect	€ 65,000	€ 90,000	€ 105,000	€ 100	€ 125	€ 145
Cloud architect	€ 65,000	€ 80,000	€ 95,000	€ 95	€ 115	€ 135
Application architect	€ 65,000	€ 80,000	€ 95,000	€ 95	€ 115	€ 135
Enterprise architect	€ 65,000	€ 80,000	€ 95,000	€ 100	€ 125	€ 145
Network architect	€ 65,000	€ 80,000	€ 95,000	€ 95	€ 115	€ 135
Security architect	€ 70,000	€ 90,000	€ 100,000	€ 100	€ 125	€ 145
Data architect	€ 65,000	€ 80,000	€ 95,000	€ 95	€ 120	€ 145
AI architect	€ 80,000	€ 90,000	€ 95,000	€ 120	€ 140	€ 160

Cloud services

	Annual permanent salary			Contract hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
DevOps	€ 55,000	€ 70,000	€ 95,000	€ 82	€ 102	€ 122
Cloud computing	€ 55,000	€ 70,000	€ 95,000	€ 82	€ 102	€ 122
Infrastructure engineer	€ 55,000	€ 70,000	€ 95,000	€ 82	€ 102	€ 122
IT helpdesk	€ 45,000	€ 55,000	€ 65,000	€ 70	€ 80	€ 90
Desktop support	€ 45,000	€ 55,000	€ 65,000	€ 70	€ 80	€ 90
Test manager	€ 55,000	€ 65,000	€ 75,000	€ 95	€ 115	€ 140
QA engineer	€ 45,000	€ 55,000	€ 65,000	€ 80	€ 100	€ 120
Tester	€ 45,000	€ 55,000	€ 65,000	€ 80	€ 100	€ 120
Cloud engineer	€ 55,000	€ 70,000	€ 95,000	€ 80	€ 100	€ 120

Data and analytics

	Annual permanent salary			Contract hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
Data engineer	€ 55,000	€ 65,000	€ 90,000	€ 75	€ 95	€ 120
Data scientist	€ 60,000	€ 75,000	€ 90,000	€ 90	€ 115	€ 135
BI developer	€ 50,000	€ 70,000	€ 90,000	€ 80	€ 100	€ 120
SQL developer	€ 55,000	€ 65,000	€ 75,000	€ 70	€ 85	€ 105
Data architect	€ 60,000	€ 75,000	€ 90,000	€ 95	€ 120	€ 145

Project/product and change management

	Annual permanent salary			Contract hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
Functional analyst	€ 50,000	€ 70,000	€ 85,000	€ 70	€ 90	€ 105
Business analyst	€ 55,000	€ 70,000	€ 95,000	€ 75	€ 95	€ 115
Business systems analyst	€ 55,000	€ 70,000	€ 95,000	€ 75	€ 95	€ 115
Change manager	€ 55,000	€ 70,000	€ 95,000	€ 80	€ 100	€ 120
Scrum master	€ 55,000	€ 75,000	€ 95,000	€ 85	€ 95	€ 125
Agile practitioner	€ 65,000	€ 80,000	€ 100,000	€ 90	€ 100	€ 130
Product owner	€ 50,000	€ 75,000	€ 80,000	€ 85	€ 105	€ 125
Project manager	€ 55,000	€ 75,000	€ 95,000	€ 90	€ 115	€ 135
Programme manager	€ 55,000	€ 75,000	€ 95,000	€ 100	€ 125	€ 150
PMO	€ 55,000	€ 75,000	€ 95,000	€ 80	€ 100	€ 120
Project co-ordinator	€ 50,000	€ 60,000	€ 75,000	€ 65	€ 85	€ 100
Product manager	€ 55,000	€ 75,000	€ 95,000	€ 95	€ 120	€ 145

SAP (functional consultants)

	Annual permanent salary			Contract hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
SAP FI consultant	€ 50,000	€ 75,000	€ 100,000	€ 80	€ 90	€ 120
SAP CO consultant	€ 50,000	€ 75,000	€ 100,000	€ 80	€ 90	€ 120
SAP FI/CO consultant	€ 50,000	€ 75,000	€ 100,000	€ 85	€ 95	€ 125
SAP MM consultant	€ 50,000	€ 75,000	€ 100,000	€ 80	€ 90	€ 120
SAP SD consultant	€ 50,000	€ 75,000	€ 100,000	€ 80	€ 95	€ 120
SAP PP consultant	€ 50,000	€ 75,000	€ 100,000	€ 80	€ 95	€ 120
SAP QM consultant	€ 50,000	€ 75,000	€ 100,000	€ 80	€ 95	€ 120
SAP PM consultant	€ 50,000	€ 75,000	€ 100,000	€ 80	€ 95	€ 120
SAP WM consultant	€ 50,000	€ 75,000	€ 100,000	€ 80	€ 95	€ 120
SAP EWM consultant	€ 50,000	€ 75,000	€ 100,000	€ 85	€ 105	€ 125
SAP TM consultant	€ 50,000	€ 75,000	€ 100,000	€ 85	€ 105	€ 125
SAP HCM consultant	€ 50,000	€ 75,000	€ 100,000	€ 80	€ 105	€ 120
SAP success factors consultant	€ 50,000	€ 75,000	€ 100,000	€ 85	€ 110	€ 125
SAP Ariba consultant	€ 55,000	€ 75,000	€ 100,000	€ 90	€ 110	€ 130
SAP IBP consultant	€ 55,000	€ 75,000	€ 100,000	€ 90	€ 110	€ 130
SAP APO consultant	€ 55,000	€ 75,000	€ 100,000	€ 90	€ 110	€ 130
SAP CRM consultant	€ 55,000	€ 75,000	€ 100,000	€ 90	€ 110	€ 130
SAP SRM consultant	€ 55,000	€ 75,000	€ 100,000	€ 90	€ 110	€ 130
SAP Retail consultant	€ 50,000	€ 75,000	€ 100,000	€ 80	€ 100	€ 120

SAP technology and development

	Annual permanent salary			Contract hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
SAP ABAP developer	€ 60,000	€ 80,000	€ 110,000	€ 95	€ 115	€ 140
SAP ABAP OO developer	€ 60,000	€ 80,000	€ 110,000	€ 95	€ 115	€ 140
SAP UI5 / fiori developer	€ 60,000	€ 75,000	€ 90,000	€ 85	€ 105	€ 120
SAP basis administrator	€ 50,000	€ 65,000	€ 75,000	€ 70	€ 85	€ 100
SAP basis consultant	€ 50,000	€ 70,000	€ 85,000	€ 75	€ 95	€ 115
SAP security consultant	€ 60,000	€ 80,000	€ 95,000	€ 90	€ 110	€ 130
SAP authorisation specialist	€ 50,000	€ 65,000	€ 75,000	€ 70	€ 90	€ 110
SAP NetWeaver engineer	€ 60,000	€ 80,000	€ 110,000	€ 90	€ 115	€ 140
SAP integration developer (PI/PO, CPI)	€ 60,000	€ 80,000	€ 110,000	€ 90	€ 115	€ 140
SAP BTP developer	€ 60,000	€ 80,000	€ 110,000	€ 95	€ 120	€ 145

SAP s/4hana specialisation

	Annual permanent salary			Contract hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
SAP S/4HANA finance consultant	€ 55,000	€ 65,000	€ 75,000	€ 90	€ 110	€ 130
SAP S/4HANA logistics consultant	€ 60,000	€ 90,000	€ 120,000	€ 85	€ 105	€ 125
SAP S/4HANA cloud consultant	€ 60,000	€ 90,000	€ 125,000	€ 95	€ 115	€ 135
SAP S/4HANA solution Architect	€ 60,000	€ 80,000	€ 110,000	€ 110	€ 125	€ 155
SAP S/4HANA transforma-tion lead	€ 90,000	€ 120,000	€ 160,000	€ 120	€ 145	€ 165

SAP analytics and data

	Annual permanent salary			Contract hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
SAP BW consultant	€ 55,000	€ 70,000	€ 90,000	€ 80	€ 95	€ 115
SAP BW/4HANA consultant	€ 60,000	€ 80,000	€ 100,000	€ 90	€ 110	€ 135
SAP BI consultant	€ 55,000	€ 80,000	€ 100,000	€ 85	€ 105	€ 125
SAP analytics cloud (SAC) consultant	€ 50,000	€ 70,000	€ 90,000	€ 80	€ 100	€ 120
SAP data migration consultant	€ 60,000	€ 75,000	€ 90,000	€ 90	€ 110	€ 130
SAP MDG consultant	€ 65,000	€ 80,000	€ 95,000	€ 95	€ 120	€ 145
SAP Data Governance consultant	€ 50,000	€ 70,000	€ 95,000	€ 90	€ 115	€ 140

SAP architecture and project roles

	Annual permanent salary			Contract hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
SAP solution architect	€ 70,000	€ 100,000	€ 125,000	€ 110	€ 130	€ 150
SAP enterprise architect	€ 70,000	€ 100,000	€ 120,000	€ 120	€ 140	€ 165
SAP project manager	€ 60,000	€ 90,000	€ 125,000	€ 95	€ 115	€ 135
SAP program manager	€ 70,000	€ 100,000	€ 125,000	€ 110	€ 135	€ 160
SAP release manager	€ 55,000	€ 80,000	€ 100,000	€ 85	€ 100	€ 125
SAP test manager	€ 55,000	€ 80,000	€ 100,000	€ 85	€ 100	€ 120
SAP change manager	€ 55,000	€ 80,000	€ 100,000	€ 85	€ 105	€ 125

SAP management & leadership

	Annual permanent salary			Contract hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
SAP team lead (verschiedene module)	€ 60,000	€ 75,000	€ 100,000	€ 95	€ 115	€ 135
SAP practice lead	€ 85,000	€ 120,000	€ 150,000	€ 120	€ 145	€ 170
SAP head of erp	€ 85,000	€ 95,000	€ 130,000	€ 120	€ 140	€ 165
SAP competence center lead	€ 70,000	€ 95,000	€ 125,000	€ 105	€ 125	€ 150
SAP service delivery manager	€ 60,000	€ 80,000	€ 115,000	€ 95	€ 115	€ 135

Security

	Annual permanent salary			Contract hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
Chief information security officer	€ 75,000	€ 85,000	€ 100,000	€ 140	€ 180	€ 250
Security architect	€ 70,000	€ 80,000	€ 90,000	€ 120	€ 160	€ 210
Head of information security	€ 75,000	€ 100,000	€ 150,000	€ 130	€ 170	€ 220
Security engineer	€ 55,000	€ 65,000	€ 75,000	€ 95	€ 130	€ 170
Security analyst	€ 63,000	€ 75,000	€ 105,000	€ 80	€ 115	€ 150
Penetration tester	€ 45,000	€ 55,000	€ 65,000	€ 90	€ 130	€ 180
DPO	€ 50,000	€ 60,000	€ 70,000	€ 110	€ 150	€ 200
Risk analyst	€ 45,000	€ 55,000	€ 65,000	€ 85	€ 120	€ 160
SOC analyst	€ 45,000	€ 55,000	€ 70,000	€ 70	€ 100	€ 130
Cybersecurity	€ 45,000	€ 75,000	€ 120,000	€ 100	€ 140	€ 190

Tech leadership

	Annual permanent salary			Contract hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
Chief technology officer	€ 70,000	€ 120,000	€ 230,000	€ 140	€ 180	€ 240
Chief information officer	€ 100,000	€ 150,000	€200,000	€ 140	€ 180	€ 240
Chief digital officer	€ 80,000	€ 95,000	€ 105,000	€ 130	€ 170	€ 220
Chief data officer	€ 100,000	€ 150,000	€200,000	€ 140	€ 185	€ 250
Chief information security officer	€ 75,000	€ 90,000	€ 110,000	€ 140	€ 180	€ 250
Chief technology and product officer	€ 110,000	€ 150,000	€ 250,000	€ 150	€ 190	€ 260
IT director/head of it	€ 75,000	€ 85,000	€ 100,000	€ 120	€ 160	€ 210
Chief AI officer	€ 110,000	€ 160,000	€200,000	€ 160	€ 210	€ 280
Tech lead	€ 75,000	€ 95,000	€ 125,000	€ 100	€ 135	€ 180
Engineering manager	€ 75,000	€ 90,000	€ 100,000	€ 110	€ 145	€ 190

Testing

	Annual permanent salary			Contract hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
Test manager	€ 53,000	€ 60,000	€ 72,000	€ 100	€ 140	€ 190
QA engineer	€ 45,000	€ 50,000	€ 60,000	€ 85	€ 120	€ 160
Tester	€ 45,000	€ 55,000	€ 75,000	€ 70	€ 100	€ 130
Penetration tester	€ 45,000	€ 55,000	€ 75,000	€ 90	€ 130	€ 180
Automation tester	€ 45,000	€ 60,000	€ 75,000	€ 95	€ 135	€ 175

Poland monthly permanent salaries and contractor hourly rates

AI and machine learning

	Monthly permanent salary			Contractor hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
ML engineer	PLN 25,200	PLN 28,000	PLN 30,800	PLN 190	PLN 208	PLN 250
AI engineer	PLN 22,500	PLN 25,000	PLN 27,500	PLN 170	PLN 186	PLN 220
LLM engineer	PLN 23,400	PLN 26,000	PLN 28,600	PLN 170	PLN 193	PLN 230
Prompt engineer	PLN 16,200	PLN 18,000	PLN 19,800	PLN 120	PLN 134	PLN 160
AI coach	PLN 26,100	PLN 29,000	PLN 31,900	PLN 190	PLN 216	PLN 260
Applied scientist	PLN 17,100	PLN 19,000	PLN 20,900	PLN 130	PLN 141	PLN 170
Research scientist	PLN 18,000	PLN 20,000	PLN 22,000	PLN 130	PLN 149	PLN 180

Application development and engineering

	Monthly permanent salary			Contractor hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
Database administrator	PLN 16,200	PLN 18,000	PLN 19,800	PLN 120	PLN 134	PLN 160
Data warehousing	PLN 17,100	PLN 19,000	PLN 20,900	PLN 130	PLN 141	PLN 170
Hardware engineer	PLN 12,600	PLN 14,000	PLN 15,400	PLN 90	PLN 104	PLN 130
Software engineer	PLN 22,500	PLN 25,000	PLN 27,500	PLN 170	PLN 186	PLN 220
Firmware engineer	PLN 18,000	PLN 20,000	PLN 22,000	PLN 130	PLN 149	PLN 180
VR/AR	PLN 18,000	PLN 20,000	PLN 22,000	PLN 130	PLN 149	PLN 180
Mobile developer	PLN 18,000	PLN 20,000	PLN 23,000	PLN 130	PLN 149	PLN 180
Web designer	PLN 9,000	PLN 10,000	PLN 11,000	PLN 70	PLN 74	PLN 90
UI/UX designer	PLN 15,300	PLN 17,000	PLN 18,700	PLN 110	PLN 126	PLN 150
Full-stack developer	PLN 23,400	PLN 26,000	PLN 28,600	PLN 170	PLN 193	PLN 230
Frontend developer	PLN 20,700	PLN 23,000	PLN 25,300	PLN 150	PLN 171	PLN 210
Backend developer	PLN 23,400	PLN 26,000	PLN 28,600	PLN 170	PLN 193	PLN 230
Backend engineer	PLN 23,400	PLN 26,000	PLN 28,600	PLN 170	PLN 193	PLN 230
Embedded engineer	PLN 19,800	PLN 22,000	PLN 24,200	PLN 150	PLN 164	PLN 200

Architecture

	Monthly permanent salary			Contractor hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
Solution architect	PLN 28,800	PLN 32,000	PLN 35,200	PLN 210	PLN 238	PLN 290
Technical architect	PLN 29,700	PLN 33,000	PLN 36,300	PLN 220	PLN 246	PLN 290
Cloud architect	PLN 27,000	PLN 30,000	PLN 33,000	PLN 200	PLN 223	PLN 270
Application architect	PLN 28,800	PLN 32,000	PLN 35,200	PLN 210	PLN 238	PLN 290
Enterprise architect	PLN 35,100	PLN 39,000	PLN 42,900	PLN 260	PLN 290	PLN 350
Network architect	PLN 24,300	PLN 27,000	PLN 29,700	PLN 180	PLN 201	PLN 240
Security architect	PLN 29,700	PLN 33,000	PLN 36,300	PLN 220	PLN 245	PLN 290
Data architect	PLN 27,900	PLN 31,000	PLN 34,100	PLN 210	PLN 231	PLN 280
AI architect	PLN 33,300	PLN 37,000	PLN 40,700	PLN 250	PLN 275	PLN 330

Cloud services

	Monthly permanent salary			Contractor hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
DevOps	PLN 21,600	PLN 24,000	PLN 26,400	PLN 160	PLN 179	PLN 210
Cloud computing	PLN 21,600	PLN 24,000	PLN 26,400	PLN 160	PLN 179	PLN 210
Infrastructure engineer	PLN 17,100	PLN 19,000	PLN 20,900	PLN 130	PLN 141	PLN 170
IT help desk	PLN 7,200	PLN 8,000	PLN 8,800	PLN 50	PLN 59	PLN 70
Desktop support	PLN 8,550	PLN 9,500	PLN 10,450	PLN 60	PLN 71	PLN 80
Test manager	PLN 18,000	PLN 20,000	PLN 22,000	PLN 130	PLN 149	PLN 180
QA engineer	PLN 16,200	PLN 18,000	PLN 19,800	PLN 120	PLN 134	PLN 160
Tester	PLN 16,200	PLN 18,000	PLN 19,800	PLN 120	PLN 134	PLN 160
Cloud engineer	PLN 21,600	PLN 24,000	PLN 26,400	PLN 160	PLN 179	PLN 210

Data and analytics

	Monthly permanent salary			Contractor hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
Data engineer	PLN 21,600	PLN 24,000	PLN 26,400	PLN 160	PLN 179	PLN 210
Data scientist	PLN 18,900	PLN 21,000	PLN 23,100	PLN 140	PLN 156	PLN 190
Data analyst	PLN 14,400	PLN 16,000	PLN 17,600	PLN 110	PLN 119	PLN 140
BI developer	PLN 16,200	PLN 18,000	PLN 19,800	PLN 120	PLN 134	PLN 160
SQL developer	PLN 16,200	PLN 18,000	PLN 19,800	PLN 120	PLN 134	PLN 160
Data architect	PLN 24,300	PLN 27,000	PLN 29,700	PLN 180	PLN 201	PLN 240
DPO	PLN 14,400	PLN 16,000	PLN 17,600	PLN 110	PLN 119	PLN 140

Project/product and change management

	Monthly permanent salary			Contractor hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
Functional analyst	PLN 13,500	PLN 15,000	PLN 16,500	PLN 100	PLN 112	PLN 130
Business analyst	PLN 14,400	PLN 16,000	PLN 17,600	PLN 110	PLN 119	PLN 140
Business systems analyst	PLN 16,200	PLN 18,000	PLN 19,800	PLN 120	PLN 134	PLN 160
Change manager	PLN 12,600	PLN 14,000	PLN 15,400	PLN 90	PLN 104	PLN 130
Scrum master	PLN 15,300	PLN 17,000	PLN 18,700	PLN 110	PLN 126	PLN 150
Agile practitioner	PLN 15,300	PLN 17,000	PLN 18,700	PLN 110	PLN 126	PLN 150
Delivery lead	PLN 18,900	PLN 21,000	PLN 23,100	PLN 140	PLN 156	PLN 190
Product owner	PLN 17,100	PLN 19,000	PLN 20,900	PLN 130	PLN 141	PLN 170
Project manager	PLN 16,200	PLN 18,000	PLN 19,800	PLN 120	PLN 134	PLN 160
Programme manager	PLN 24300	PLN 27,000	PLN 29,700	PLN 180	PLN 201	PLN 240
PMO	PLN 10,800	PLN 12,000	PLN 13,200	PLN 80	PLN 89	PLN 110
Project co-ordinator	PLN 10,800	PLN 12,000	PLN 13,200	PLN 80	PLN 89	PLN 110
Product manager	PLN 14,400	PLN 16,000	PLN 17,600	PLN 110	PLN 119	PLN 140

Security

	Monthly permanent salary			Contractor hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
Chief information security officer	PLN 35,100	PLN 39,000	PLN 42,900	PLN 260	PLN 290	PLN 350
Security architect	PLN 28,800	PLN 32,000	PLN 35,200	PLN 210	PLN 238	PLN 290
Head of information security	PLN 36,000	PLN 40,000	PLN 44,000	PLN 270	PLN 298	PLN 360
Security engineer	PLN 18,000	PLN 20,000	PLN 22,000	PLN 130	PLN 149	PLN 180
Security analyst	PLN 13,500	PLN 15,000	PLN 16,500	PLN 100	PLN 112	PLN 130
Penetration tester	PLN 20,700	PLN 23,000	PLN 25,300	PLN 150	PLN 171	PLN 210
DPO	PLN 14,400	PLN 16,000	PLN 17,600	PLN 110	PLN 119	PLN 140
Risk analyst	PLN 9,900	PLN 11,000	PLN 12,100	PLN 70	PLN 82	PLN 100
SOC analyst	PLN 15,300	PLN 17,000	PLN 18,700	PLN 110	PLN 126	PLN 150
Cybersecurity	PLN 16,200	PLN 18,000	PLN 19,800	PLN 120	PLN 134	PLN 160

Tech leadership

	Monthly permanent salary			Contractor hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
Chief technology officer	PLN 40,500	PLN 45,000	PLN 54,000	PLN 300	PLN 335	PLN 400
Chief information officer	PLN 40,500	PLN 45,000	PLN 54,000	PLN 300	PLN 335	PLN 400
Chief digital officer	PLN 37,800	PLN 42,000	PLN 50,400	PLN 280	PLN 313	PLN 380
Chief data officer	PLN 37,800	PLN 42,000	PLN 50,400	PLN 280	PLN 313	PLN 380
Chief information security officer	PLN 35,100	PLN 39,000	PLN 46,800	PLN 260	PLN 290	PLN 350
Chief technology and product officer	PLN 40,500	PLN 45,000	PLN 54,000	PLN 300	PLN 335	PLN 400
IT director/head of IT	PLN 35,100	PLN 39,000	PLN 46,800	PLN 260	PLN 290	PLN 350
Chief AI officer	PLN 38,700	PLN 43,000	PLN 47,300	PLN 290	PLN 320	PLN 380
Tech lead	PLN 29,700	PLN 33,000	PLN 36,300	PLN 220	PLN 246	PLN 290
Engineering manager	PLN 32,400	PLN 36,000	PLN 39,600	PLN 240	PLN 268	PLN 320

Testing

	Monthly permanent salary			Contractor hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
Test manager	PLN 18,000	PLN 20,000	PLN 24,000	PLN 130	PLN 149	PLN 180
QA engineer	PLN 15,300	PLN 17,000	PLN 20,400	PLN 110	PLN 126	PLN 150
Tester	PLN 14,400	PLN 16,000	PLN 19,200	PLN 110	PLN 119	PLN 140
Penetration tester	PLN 20,700	PLN 23,000	PLN 27,600	PLN 150	PLN 171	PLN 210
Automation tester	PLN 17,100	PLN 19,000	PLN 22,800	PLN 130	PLN 141	PLN 170

Belgium monthly permanent salaries and contractor day rates

AI and machine learning

	Monthly permanent salary			Contractor day rate		
	Lower	Average	Upper	Lower	Average	Upper
AI engineer	€ 3,700	€ 4,800	€ 5,800	€ 590	€ 720	€ 850
LLM engineer	€ 3,700	€ 4,800	€ 5,800	€ 590	€ 720	€ 850
Prompt engineer	€ 3,000	€ 3,900	€ 4,700	€ 460	€ 560	€ 670
AI coach	€ 2,700	€ 3,500	€ 4,200	€ 400	€ 500	€ 590
Applied scientist	€ 3,500	€ 4,600	€ 5,600	€ 550	€ 680	€ 810
Research scientist	€ 3,200	€ 4,100	€ 5,000	€ 500	€ 600	€ 720

Application development and engineering

	Monthly permanent salary			Contractor day rate		
	Lower	Average	Upper	Lower	Average	Upper
Database administrator	€ 3,200	€ 4,100	€ 5,000	€ 500	€ 600	€ 720
Data warehousing	€ 3,500	€ 4,500	€ 5,400	€ 550	€ 670	€ 780
Hardware engineer	€ 4,100	€ 5,300	€ 6,400	€ 660	€ 800	€ 940
Software engineer	€ 2,900	€ 3,800	€ 4,600	€ 440	€ 550	€ 650
Firmware engineer	€ 3,600	€ 4,700	€ 5,700	€ 570	€ 700	€ 830
VR/AR	€ 2,700	€ 3,500	€ 4,200	€ 400	€ 500	€ 590
Mobile developer	€ 3,800	€ 4,900	€ 5,900	€ 610	€ 730	€ 860
Web designer	€ 2,200	€ 2,800	€ 3,400	€ 310	€ 380	€ 460
UI/UX designer	€ 2,700	€ 3,500	€ 4,200	€ 400	€ 500	€ 590
Full-stack developer	€ 3,000	€ 3,900	€ 4,700	€ 460	€ 560	€ 670
Frontend developer	€ 2,900	€ 3,700	€ 4,500	€ 440	€ 530	€ 630
Backend developer	€ 2,900	€ 3,800	€ 4,600	€ 440	€ 550	€ 650
Backend engineer	€ 2,900	€ 3,800	€ 4,600	€ 440	€ 550	€ 650
Embedded engineer	€ 3,400	€ 4,400	€ 5,300	€ 530	€ 650	€ 760

Architecture

	Monthly permanent salary			Contractor day rate		
	Lower	Average	Upper	Lower	Average	Upper
Solution architect	€ 4,900	€ 6,400	€ 7,700	€ 810	€ 990	€ 1,150
Technical architect	€ 3,900	€ 5,100	€ 6,200	€ 630	€ 770	€ 910
Cloud architect	€ 3,700	€ 4,800	€ 5,800	€ 590	€ 720	€ 850
Application architect	€ 3,200	€ 4,100	€ 5,000	€ 500	€ 600	€ 720
Enterprise architect	€ 5,600	€ 7,300	€ 8,800	€ 940	€ 1,140	€ 1,330
Network architect	€ 3,500	€ 4,600	€ 5,600	€ 550	€ 680	€ 810
Security architect	€ 3,500	€ 4,600	€ 5,600	€ 550	€ 680	€ 810
Data architect	€ 3,800	€ 4,900	€ 5,900	€ 610	€ 730	€ 860
AI architect	€ 4,400	€ 5,700	€ 6,900	€ 720	€ 870	€ 1,020

Cloud services

	Monthly permanent salary			Contractor day rate		
	Lower	Average	Upper	Lower	Average	Upper
DevOps	€ 4,400	€ 5,700	€ 6,900	€ 720	€ 870	€ 1,020
Cloud computing	€ 3,700	€ 4,800	€ 5,800	€ 590	€ 720	€ 850
Infrastructure engineer	€ 4,100	€ 5,300	€ 6,400	€ 660	€ 800	€ 940
IT help desk	€ 2,500	€ 3,200	€ 3,900	€ 370	€ 450	€ 540
Desktop support	€ 2,900	€ 3,700	€ 4,500	€ 440	€ 530	€ 630
Test manager	€ 3,300	€ 4,300	€ 5,200	€ 520	€ 630	€ 750
QA engineer	€ 2,900	€ 3,700	€ 4,500	€ 440	€ 530	€ 630
Tester	€ 2,200	€ 2,800	€ 3,400	€ 310	€ 380	€ 460
Cloud engineer	€ 3,700	€ 4,800	€ 5,800	€ 590	€ 720	€ 850

Data and analytics

	Monthly permanent salary			Contractor day rate		
	Lower	Average	Upper	Lower	Average	Upper
Data engineer	€ 3,200	€ 4,100	€ 5,000	€ 500	€ 600	€ 720
Data scientist	€ 3,200	€ 4,100	€ 5,000	€ 500	€ 600	€ 720
Data analyst	€ 3,200	€ 4,100	€ 5,000	€ 500	€ 600	€ 720
BI developer	€ 3,500	€ 4,600	€ 5,600	€ 550	€ 680	€ 810
SQL developer	€ 3,200	€ 4,100	€ 5,000	€ 500	€ 600	€ 720
Data architect	€ 3,700	€ 4,800	€ 5,800	€ 590	€ 720	€ 850
DPO	€ 5,400	€ 7,000	€ 8,400	€ 900	€ 1,090	€ 1,270

Project/product and change management

	Monthly permanent salary			Contractor day rate		
	Lower	Average	Upper	Lower	Average	Upper
Functional analyst	€ 3,300	€ 4,250	€ 5,100	€ 520	€ 620	€ 730
Business analyst	€ 3,500	€ 4,500	€ 5,400	€ 550	€ 670	€ 780
Business systems analyst	€ 3,200	€ 4,200	€ 5,100	€ 500	€ 610	€ 730
Change manager	€ 3,600	€ 4,700	€ 5,700	€ 570	€ 700	€ 830
Scrum master	€ 3,500	€ 4,500	€ 5,400	€ 550	€ 670	€ 780
Agile practitioner	€ 2,900	€ 3,700	€ 4,500	€ 440	€ 530	€ 630
Delivery lead	€ 4,500	€ 5,800	€ 7,000	€ 740	€ 880	€ 1,040
Product owner	€ 4,200	€ 5,500	€ 6,600	€ 680	€ 830	€ 980
Project manager	€ 4,500	€ 5,800	€ 7,000	€ 740	€ 880	€ 1,040
Programme manager	€ 5,700	€ 7,500	€ 9,000	€ 960	€ 1,170	€ 1,360
PMO	€ 3,700	€ 4,800	€ 5,800	€ 590	€ 720	€ 850
Project co-ordinator	€ 2,900	€ 3,700	€ 4,500	€ 440	€ 530	€ 630
Product manager	€ 4,800	€ 6,200	€ 7,500	€ 790	€ 950	€ 1,120

Security

	Monthly permanent salary			Contractor day rate		
	Lower	Average	Upper	Lower	Average	Upper
Chief information security officer	€ 5,600	€ 7,300	€ 8,800	€ 940	€ 1,140	€ 1,330
Security architect	€ 3,500	€ 4,600	€ 5,600	€ 550	€ 680	€ 810
Head of information security	€ 5,600	€ 7,300	€ 8,800	€ 940	€ 1,140	€ 1,330
Security engineer	€ 3,300	€ 4,300	€ 5,200	€ 520	€ 630	€ 750
Security analyst	€ 3,300	€ 4,300	€ 5,200	€ 520	€ 630	€ 750
Penetration tester	€ 3,500	€ 4,600	€ 5,600	€ 550	€ 680	€ 810
DPO	€ 5,400	€ 7,000	€ 8,400	€ 900	€ 1,090	€ 1,270
Risk analyst	€ 2,800	€ 3,600	€ 4,400	€ 420	€ 510	€ 620
SOC analyst	€ 3,200	€ 4,100	€ 5,000	€ 500	€ 600	€ 720
Cybersecurity	€ 2,800	€ 3,600	€ 4,400	€ 420	€ 510	€ 620

Tech leadership

	Monthly permanent salary			Contractor day rate		
	Lower	Average	Upper	Lower	Average	Upper
Chief technology officer	€ 4,500	€ 5,800	€ 7,000	€ 740	€ 880	€ 1,040
Chief information officer	€ 6,500	€ 8,500	€ 10,200	€ 1,110	€ 1,340	€ 1,560
Chief digital officer	€ 4,500	€ 5,800	€ 7,000	€ 740	€ 880	€ 1,040
Chief data officer	€ 4,500	€ 5,800	€ 7,000	€ 740	€ 880	€ 1,040
Chief information security officer	€ 5,600	€ 7,300	€ 8,800	€ 940	€ 1,140	€ 1,330
Chief technology and product officer	€ 4,600	€ 6,000	€ 7,200	€ 760	€ 920	€ 1,070
IT director/head of IT	€ 6,500	€ 8,500	€ 10,200	€ 1,110	€ 1,340	€ 1,560
Chief AI officer	€ 6,100	€ 8,000	€ 9,600	€ 1,030	€ 1,260	€ 1,460
Tech lead	€ 4,300	€ 5,600	€ 6,800	€ 700	€ 850	€ 1,010
Engineering manager	€ 4,200	€ 5,400	€ 6,500	€ 680	€ 820	€ 960

Testing

	Monthly permanent salary			Contractor day rate		
	Lower	Average	Upper	Lower	Average	Upper
Test manager	€ 3,400	€ 4,400	€ 5,300	€ 530	€ 650	€ 760
QA engineer	€ 2,900	€ 3,700	€ 4,500	€ 440	€ 530	€ 630
Tester	€ 2,500	€ 3,250	€ 3,900	€ 370	€ 450	€ 540
Penetration tester	€ 3,500	€ 4,600	€ 5,600	€ 550	€ 680	€ 810
Automation tester	€ 3,100	€ 4,000	€ 4,800	€ 480	€ 580	€ 680

Netherlands monthly permanent salaries and contractor hourly rates

AI and machine learning

	Monthly permanent salary			Contractor hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
ML engineer	€ 2,960	€ 5,210	€ 7,900	€ 50	€ 85	€ 130
AI engineer	€ 2,890	€ 4,970	€ 6,860	€ 50	€ 70	€ 120
Prompt engineer	€ 2,700	€ 5,300	€ 7,420	€ 50	€ 70	€ 100
AI coach	€ 2,430	€ 2,690	€ 3,800	€ 80	€ 110	€ 130
Applied scientist	€ 2,960	€ 5,210	€ 7,900	€ 90	€ 100	€ 130
Research scientist	€ 2,700	€ 4,110	€ 6,200	€ 40	€ 65	€ 90

Application development and engineering

	Monthly permanent salary			Contractor hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
Database administrator	€ 2,800	€ 5,300	€ 7,660	€ 50	€ 85	€ 110
Data warehousing	€ 2,500	€ 4,490	€ 6,940	€ 75	€ 100	€ 120
Hardware engineer	€ 2,750	€ 4,010	€ 5,270	€ 60	€ 85	€ 120
Software engineer	€ 2,750	€ 4,500	€ 6,300	€ 65	€ 85	€ 120
Firmware engineer	€ 2,750	€ 4,570	€ 6,300	€ 75	€ 100	€ 120
VR/AR	€ 2,490	€ 3,090	€ 3,770	€ 70	€ 100	€ 120
Mobile developer	€ 2,730	€ 4,770	€ 7,150	€ 60	€ 90	€ 110
Web designer	€ 2,440	€ 4,200	€ 6,440	€ 50	€ 75	€ 95
UI/UX designer	€ 2,440	€ 4,200	€ 6,440	€ 70	€ 90	€ 100
Full-stack developer	€ 2,730	€ 4,770	€ 7,150	€ 70	€ 85	€ 95
Frontend developer	€ 2,620	€ 4,500	€ 6,830	€ 65	€ 80	€ 90
Backend developer	€ 2,730	€ 4,770	€ 7,150	€ 70	€ 90	€ 100
Backend engineer	€ 2,730	€ 4,770	€ 7,150	€ 70	€ 90	€ 100
Embedded engineer	€ 2,750	€ 4,570	€ 6,300	€ 75	€ 95	€ 105

Architecture

	Monthly permanent salary			Contractor hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
Solution architect	€ 2,700	€ 5,300	€ 7,420	€ 95	€ 110	€ 125
Technical architect	€ 2,700	€ 5,300	€ 7,420	€ 95	€ 110	€ 125
Cloud architect	€ 2,750	€ 4,550	€ 6,350	€ 100	€ 115	€ 130
Application architect	€ 2,700	€ 5,300	€ 7,420	€ 95	€ 110	€ 125
Enterprise architect	€ 2,700	€ 5,300	€ 7,420	€ 100	€ 115	€ 130
Network architect	€ 2,890	€ 4,970	€ 6,860	€ 95	€ 110	€ 125
Security architect	€ 2,930	€ 5,440	€ 7,330	€ 100	€ 115	€ 130
Data architect	€ 2,800	€ 5,300	€ 7,660	€ 100	€ 115	€ 130
AI architect	€ 2,900	€ 5,400	€ 7,400	€ 100	€ 115	€ 130

Cloud services

	Monthly permanent salary			Contractor hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
DevOps	€ 2,750	€ 4,550	€ 6,350	€ 80	€ 95	€ 100
Cloud computing	€ 2,750	€ 4,550	€ 6,350	€ 90	€ 100	€ 110
Infrastructure engineer	€ 2,750	€ 4,550	€ 6,350	€ 75	€ 90	€ 100
IT help desk	€ 2,430	€ 3,240	€ 4,260	€ 40	€ 55	€ 65
Desktop support	€ 2,430	€ 3,240	€ 4,260	€ 35	€ 50	€ 60
Test manager	€ 2,850	€ 4,680	€ 6,670	€ 80	€ 95	€ 105
QA engineer	€ 2,850	€ 4,680	€ 6,670	€ 65	€ 75	€ 85
Tester	€ 2,850	€ 4,680	€ 6,670	€ 65	€ 75	€ 85
Cloud engineer	€ 2,750	€ 4,450	€ 6,350	€ 75	€ 90	€ 100

Data and analytics

	Monthly permanent salary			Contractor hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
Data engineer	€ 2,800	€ 5,300	€ 7,660	€ 70	€ 85	€ 95
Data scientist	€ 2,960	€ 5,210	€ 7,900	€ 75	€ 90	€ 100
Data analyst	€ 2,820	€ 4,780	€ 6,500	€ 70	€ 85	€ 95
BI developer	€ 2,730	€ 4,770	€ 7,150	€ 70	€ 85	€ 100
SQL developer	€ 2,730	€ 4,770	€ 7,150	€ 65	€ 80	€ 90
Data architect	€ 2,700	€ 5,300	€ 7,420	€ 100	€ 115	€ 130
DPO	€ 2,930	€ 5,440	€ 7,330	€ 75	€ 80	€ 90

Project/product and change management

	Monthly permanent salary			Contractor hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
Functional analyst	€ 2,700	€ 5,300	€ 7,420	€ 65	€ 80	€ 100
Business analyst	€ 2,840	€ 5,180	€ 7,300	€ 80	€ 95	€ 100
Business systems analyst	€ 2,840	€ 5,180	€ 7,300	€ 80	€ 95	€ 100
Change manager	€ 2,840	€ 5,180	€ 7,300	€ 80	€ 95	€ 100
Scrum master	€ 3,020	€ 5,580	€ 7,700	€ 75	€ 85	€ 95
Agile practitioner	€ 2,840	€ 5,180	€ 7,300	€ 80	€ 95	€ 105
Delivery lead	€ 3,020	€ 5,580	€ 7,700	€ 85	€ 95	€ 105
Product owner	€ 2,500	€ 4,490	€ 6,940	€ 85	€ 95	€ 105
Project manager	€ 2,890	€ 5,710	€ 8,400	€ 80	€ 95	€ 110
Programme manager	€ 2,850	€ 5,420	€ 7,640	€ 85	€ 100	€ 115
PMO	€ 2,720	€ 3,920	€ 5,910	€ 70	€ 80	€ 90
Project co-ordinator	€ 2,720	€ 3,920	€ 5,910	€ 70	€ 80	€ 90
Product manager	€ 2,500	€ 4,490	€ 6,940	€ 85	€ 95	€ 105

Security

	Monthly permanent salary			Contractor hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
Chief information security officer	€ 2,930	€ 5,440	€ 7,330	€ 100	€ 115	€ 130
Security architect	€ 2,930	€ 5,440	€ 7,330	€ 100	€ 115	€ 130
Head of information security	€ 2,900	€ 5,400	€ 7,250	€ 95	€ 110	€ 125
Security engineer	€ 2,930	€ 5,440	€ 7,330	€ 90	€ 100	€ 110
Security analyst	€ 2,930	€ 5,440	€ 7,330	€ 90	€ 100	€ 110
Penetration tester	€ 2,850	€ 4,680	€ 6,670	€ 85	€ 95	€ 105
DPO	€ 2,930	€ 5,440	€ 7,330	€ 75	€ 80	€ 90
Risk analyst	€ 2,920	€ 5,920	€ 8,990	€ 85	€ 100	€ 115
SOC analyst	€ 2,820	€ 4,780	€ 6,500	€ 80	€ 90	€ 100
Cybersecurity	€ 2,930	€ 5,440	€ 7,330	€ 90	€ 100	€ 110

Tech leadership

	Monthly permanent salary			Contractor hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
Chief technology officer	€ 2,900	€ 5,400	€ 7,250	€ 95	€ 110	€ 125
Chief information officer	€ 2,900	€ 5,400	€ 7,250	€ 95	€ 110	€ 125
Chief digital officer	€ 2,870	€ 5,200	€ 7,130	€ 90	€ 105	€ 120
Chief data officer	€ 2,870	€ 5,200	€ 7,130	€ 90	€ 105	€ 120
Chief information security officer	€ 2,930	€ 5,440	€ 7,330	€ 100	€ 115	€ 130
Chief technology and product officer	€ 2,900	€ 5,400	€ 7,250	€ 95	€ 110	€ 125
IT director/head of IT	€ 2,900	€ 5,400	€ 7,250	€ 95	€ 110	€ 125
Chief AI officer	€ 2,930	€ 5,440	€ 7,330	€ 100	€ 115	€ 130
Tech lead	€ 2,870	€ 5,100	€ 7,080	€ 90	€ 100	€ 110
Engineering manager	€ 2,870	€ 5,100	€ 7,080	€ 90	€ 100	€ 110

Testing

	Monthly permanent salary			Contractor hourly rate		
	Lower	Average	Upper	Lower	Average	Upper
Test manager	€ 2,850	€ 4,680	€ 6,670	€ 80	€ 95	€ 105
QA engineer	€ 2,850	€ 4,680	€ 6,670	€ 65	€ 75	€ 85
Tester	€ 2,850	€ 4,680	€ 6,670	€ 65	€ 75	€ 85
Penetration tester	€ 2,850	€ 4,680	€ 6,670	€ 85	€ 95	€ 105
Automation tester	€ 2,850	€ 4,680	€ 6,670	€ 65	€ 75	€ 85

Ireland annual permanent salaries and contractor day rates

AI and machine learning

	Annual permanent salary			Contractor day rate		
	Lower	Average	Upper	Lower	Average	Upper
ML engineer	€70,000	€85,000	€120,000	€450	€600	€900
AI engineer	€65,000	€75,000	€100,000	€450	€600	€900
LLM engineer	€60,000	€75,000	€120,000	€450	€600	€900
Prompt engineer	€65,000	€80,000	€100,000	€350	€500	€700
AI coach	€65,000	€80,000	€100,000	€500	€650	€1,000
Applied scientist	€65,000	€80,000	€110,000	€500	€700	€900
Research scientist	€60,000	€85,000	€120,000	€400	€650	€850

Application development and engineering

	Annual permanent salary			Contractor day rate		
	Lower	Average	Upper	Lower	Average	Upper
Database administrator	€40,000	€60,000	€80,000	€300	€450	€600
Data warehousing	€45,000	€60,000	€80,000	€350	€500	€700
Hardware engineer	€50,000	€65,000	€80,000	€350	€500	€700
Software engineer	€50,000	€70,000	€100,000	€350	€500	€750
Firmware engineer	€40,000	€55,000	€70,000	€350	€500	€700
VR/AR	€40,000	€55,000	€70,000	€400	€500	€650
Mobile developer	€50,000	€70,000	€100,000	€400	€500	€750
Web designer	€35,000	€50,000	€60,000	€350	€450	€600
UI/UX designer	€35,000	€55,000	€70,000	€350	€500	€700
Full-stack developer	€50,000	€70,000	€100,000	€400	€550	€700
Frontend developer	€40,000	€65,000	€90,000	€350	€500	€650
Backend developer	€50,000	€70,000	€100,000	€400	€500	€700
Backend engineer	€55,000	€75,000	€110,000	€400	€500	€750
Embedded engineer	€50,000	€70,000	€100,000	€350	€500	€800

Architecture

	Annual permanent salary			Contractor day rate		
	Lower	Average	Upper	Lower	Average	Upper
Solution architect	€60,000	€80,000	€105,000	€525	€600	€750
Technical architect	€60,000	€80,000	€105,000	€550	€625	€775
Cloud architect	€65,000	€85,000	€110,000	€525	€600	€750
Application architect	€60,000	€80,000	€100,000	€525	€600	€700
Enterprise architect	€75,000	€95,000	€130,000	€650	€800	€1,200
Network architect	€60,000	€75,000	€90,000	€500	€575	€700
Security architect	€75,000	€95,000	€130,000	€650	€800	€1,200
Data architect	€65,000	€85,000	€120,000	€575	€700	€1,000
AI architect	€70,000	€90,000	€110,000	€650	€800	€1,000

Cloud services

	Annual permanent salary			Contractor day rate		
	Lower	Average	Upper	Lower	Average	Upper
DevOps	€70,000	€90,000	€120,000	€450	€500	€550
Cloud computing	€70,000	€90,000	€120,000	€450	€500	€550
Infrastructure engineer	€47,500	€55,000	€60,000	€400	€475	€550
IT help desk	€28,500	€30,000	€32,000	€200	€250	€300
Desktop support	€33,000	€35,000	€37,000	€250	€300	€350
Test manager	€50,000	€75,000	€100,000	€450	€525	€600
QA engineer	€35,000	€50,000	€65,000	€400	€450	€550
Tester	€30,000	€45,000	€55,000	€400	€450	€550
Cloud engineer	€70,000	€90,000	€120,000	€450	€500	€550

Data and analytics

	Annual permanent salary			Contractor day rate		
	Lower	Average	Upper	Lower	Average	Upper
Data engineer	€55,000	€65,000	€80,000	€450	€600	€700
Data scientist	€60,000	€75,000	€100,000	€450	€600	€800
Data analyst	€45,000	€55,000	€65,000	€300	€400	€500
BI developer	€45,000	€55,000	€65,000	€300	€400	€500
SQL developer	€45,000	€55,000	€65,000	€300	€400	€550
Data architect	€70,000	€85,000	€100,000	€400	€600	€800
Data protection officer	€85,000	€100,000	€130,000	€650	€850	€1,200

Project/product and change management

	Annual permanent salary			Contractor day rate		
	Lower	Average	Upper	Lower	Average	Upper
Functional analyst	€53,000	€66,000	€85,000	€450	€550	€700
Business analyst	€50,000	€65,000	€80,000	€450	€535	€650
Business systems analyst	€45,000	€60,000	€75,000	€450	€500	€650
Change manager	€55,000	€65,000	€80,000	€450	€525	€750
Scrum master	€65,000	€75,000	€90,000	€450	€500	€700
Agile practitioner	€60,000	€68,000	€100,000	€500	€550	€700
Delivery lead	€65,000	€75,000	€90,000	€500	€600	€800
Product owner	€65,000	€70,000	€90,000	€550	€550	€700
Project manager	€60,000	€65,000	€80,000	€500	€600	€800
Programme manager	€70,000	€80,000	€100,000	€600	€700	€900
PMO	€40,000	€47,000	€70,000	€400	€500	€700
Project co-ordinator	€30,000	€35,000	€40,000	€300	€400	€500
Product manager	€70,000	€75,000	€100,000	€500	€600	€800

Security

	Annual permanent salary			Contractor day rate		
	Lower	Average	Upper	Lower	Average	Upper
Chief information security officer	€130,000	€150,000	€180,000	€900	€1,000	€1,200
Information security architect	€85,000	€90,000	€100,000	€700	€800	€900
Head of information security	€90,000	€110,000	€120,000	€750	€800	€850
Information security engineer	€70,000	€75,000	€80,000	€550	€600	€700
Information security analyst	€60,000	€70,000	€80,000	€250	€350	€400
DPO	€85,000	€100,000	€130,000	€650	€850	€1,200
Security risk analyst	€60,000	€70,000	€80,000	€550	€650	€700
SOC analyst	€50,000	€60,000	€70,000	€400	€450	€600

Cybersecurity

	Annual permanent salary			Contractor day rate		
	Lower	Average	Upper	Lower	Average	Upper
Head of cybersecurity	€95,000	€110,000	€130,000	€750	€800	€900
Cybersecurity manager (GRC, network & comms threat incident)	€80,000	€90,000	€110,000	€650	€700	€750
Cybersecurity architect	€90,000	€100,000	€110,000	€650	€750	€850
Cybersecurity engineer	€70,000	€80,000	€85,000	€500	€550	€600
Cybersecurity analyst (SOC)	€50,000	€60,000	€70,000	€400	€450	€550

Tech leadership

	Annual permanent salary			Contractor day rate		
	Lower	Average	Upper	Lower	Average	Upper
Chief technology officer	€125,000	€175,000	€250,000	€800	€1,200	€1,800
Chief information officer	€150,000	€200,000	€250,000	€1,000	€1,400	€2,000
Chief digital officer	€140,000	€175,000	€225,000	€900	€1,200	€2,000
Chief data officer	€140,000	€175,000	€250,000	€1,000	€1,500	€2,000
Chief information security officer	€125,000	€160,000	€190,000	€900	€1,250	€2,250
Chief technology and product officer	€130,000	€180,000	€225,000	€1,000	€1,400	€2,000
IT director/head of IT	€100,000	€130,000	€175,000	€700	€900	€1,200
Chief AI officer	€125,000	€175,000	€250,000	€1,000	€1,600	€2,400
Tech lead	€80,000	€95,000	€115,000	€650	€750	€900
Engineering manager	€90,000	€135,000	€185,000	€500	€700	€850

Testing

	Annual permanent salary			Contractor day rate		
	Lower	Average	Upper	Lower	Average	Upper
Test manager	€55,000	€65,000	€80,000	€400	€550	€650
QA engineer	€35,000	€48,000	€65,000	€300	€450	€550
Tester	€32,000	€45,000	€55,000	€300	€400	€500
Penetration tester	€55,000	€65,000	€85,000	€400	€550	€750
Automation tester	€38,000	€60,000	€75,000	€400	€500	€650

*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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