P@SHA

**Pakistan Software Houses Association
for IT & ITES**

P@SHA IT Salary Survey 2012

CONTENTS

The IT Industry in Pakistan has had a very fast paced period of growth for the last few years. 10 IT companies made the list of Harvard's 25 fastest growing companies in Pakistan. Pakistani IT companies have won both national and international recognition, investment and laurels.

The driving force behind the IT industry, like any other industry, is the talent working in the sector. Companies desire the best talent, both to hire and to retain. Fair compensation and benefits rank very highly for any employee who wishes to work for and continue to grow in any company. Further, the rate of compensation, promotions and job requirements change very rapidly in the IT Industry, making a regular IT Salary Survey a significant tool for companies wishing to hire and retain the best talent in the industry.

This IT Salary Survey is the second survey conducted by P@SHA for the IT Industry, following the earlier survey conducted in 2008. This survey aims to benchmark salaries, benefits and promotion and increment timelines for employees working in the IT Industry in Pakistan. The 2012 edition of the P@SHA Salary Survey is the most comprehensive research that P@SHA has conducted to date in this field. This report includes two types of employee roles: core-IT roles such as Programmers, QA Managers, Team Leads etc., as well as non-IT roles for employees in IT companies such as Finance Managers, HR Managers as well as senior IT Management. We hope that this comprehensive approach will enable companies to benchmark the salaries and growth timelines for a majority of their employee roles effectively.

The 2012 P@SHA Salary Survey analyses IT and non-IT roles within the IT Industry. This report analyses and summarizes our findings on the average salaries and experience levels of employees in the IT industry in Pakistan. It also analyses the salary differences between the three major cities – Karachi, Lahore and Islamabad. The report compares growth opportunities for the different roles included in the report by analyzing parameters such as the last promotion and the average salary increments.

This survey analyses 16 job titles, which include both IT-specific jobs such as Programmer, Architect, Project Manager etc., as well as non-IT jobs in the IT industry, such as HR Manager and Finance Manager. 35 companies participated in the survey, representing 5738 employees.

The highest paid employee roles in the IT industry, other than IT senior management, are Project Managers (earning on average PKR 112, 175 per month), Architects (average PKR 96,932 per month) and Business Development Managers (average PKR 76,205 per month). The lowest paid roles in the industry are Customer Service Representatives at Business Process Organizations (BPOs), Graphics Designers and Help Desk employees. Only a handful of roles in the industry receive salaries exceeding PKR 200,000 per month: these include IT management, Senior Architects, Senior Business Development Managers, Senior Finance Managers, Senior Programmers, and Mid- and Senior-level Project Managers.

Since 2008, the highest growth in average salaries has been for Programmers (81% growth) and the lowest growth has been for Graphics Designers (3% growth).

The average salary increments for IT as well as non-IT roles remain 6% - 15% of base salaries,

with some exceptions. Architects, Programmers and Project Managers had higher increments on average, which were greater than 15% of their base salaries. Team Leads, Architects and Senior Graphics Designers received the fastest promotions, on an average of every 6 months. Senior roles in IT received slower promotions, with growth stagnating at very senior roles such as Senior Finance, Senior HR and IT Management roles (VP, CEO etc.).

If we analyze the salary ranges for each role and compare them by the city of the employers, Karachi emerges as the highest compensator for 10 of the 16 roles sampled. Karachi matches Lahore for 3 of the remaining roles, where as Lahore compensates higher than Karachi for only 3 IT roles.

At the senior level, three fields within the IT industry had the most likelihood of being represented on the senior management of their companies: HR (62% of HR employees reached senior management), Business Development Managers (43% reached senior management) and Finance Managers (38% reached senior management). Help Desk employees, Quality Assurance managers and Systems Administrators had no representation within our sample in senior management.

Summary of Findings

Highest Salary: Project Managers

Highest Increments: Architects
                        Programmers
                        Project Managers

Fastest Growth: Team Leads
                    Architects
                    Graphics Designers

The 2008 IT Salary Survey sampled 10 job titles, which were limited to IT-specific fields and received responses from 21 companies. The 2012 IT Salary Survey covers an expanded set of 16 job titles, extending to non-IT roles employed in the IT Industry such as Finance and HR. The 2012 Survey also received a total of 35 responses vs. the dataset comprising of 21 companies for the earlier survey.

The 2012 Salary Survey was adapted from the 2008 survey, with two main additions. The scope of the roles was expanded to include non-IT jobs as well as IT jobs within the IT industry. A total of 16 jobs was included, specified in the next section. Secondly, the survey also collected data on the employee's growth in their careers: it included data on their last promotion as well as their salary increments. This allowed us to analyze the salary levels as well as the growth of each role within the industry, as well as to compare growth between different roles. The survey included 8 questions, with 8 data points collected for each employee role. The survey was conducted online, via a secure survey link.

The survey was rolled out to 120 P@SHA members, and we received responses from 35 companies, spanning Karachi, Lahore and Islamabad.

Scope of Job Titles Surveyed

The 2012 Salary Survey builds on and expands on the roles covered by the 2008 Salary Survey. The 2008 survey analyzed 10 job titles which were limited to IT-specific skills. The 2012 survey includes the roles analyzed in the earlier survey, and further samples roles within IT companies which are not explicitly related to IT-specific skills: such as Finance, HR, Helpdesk etc. Further, while the 2008 survey only indicated overall job titles, without specifying the level of seniority that the role entails.

The 2012 survey splits the roles into junior, mid-level and senior categories, based on years of experience. Entry-level roles were defined as employees with 1-3 years of experience in the given role. Mid-level employees had 4-6 years of experience and senior-level employees were defined as those with greater than 6 years of experience in the role. The only role that is not split into these categories is that of IT Management. The list below details the job titles included in the survey (the titles new to the 2012 survey are marked with an asterisk):

Architect
BPO: Customer Service professionals*
Business Analyst
Business Development/Client Relationship Manager*
Database Administrator
Finance*
Graphics Designer
Helpdesk*
HR*
IT Management (CEO, CIO, CTO, VP)*
Programmer
Project Manager
Quality Assurance
System Administrator
Team Lead*
Technical Writer

*Job Titles marked with an asterisk are new to the 2012 survey

35 companies were sampled in the current salary survey, which represented 5738 employees spanning Karachi, Lahore and Islamabad.

A. Company sizes

13 of the companies sampled had between 1-25 employees and are categorized as small-sized companies. 14 companies had between 26-100 employees (categorized as medium-sized companies) and 8 had more than 100 employees (large-sized companies).
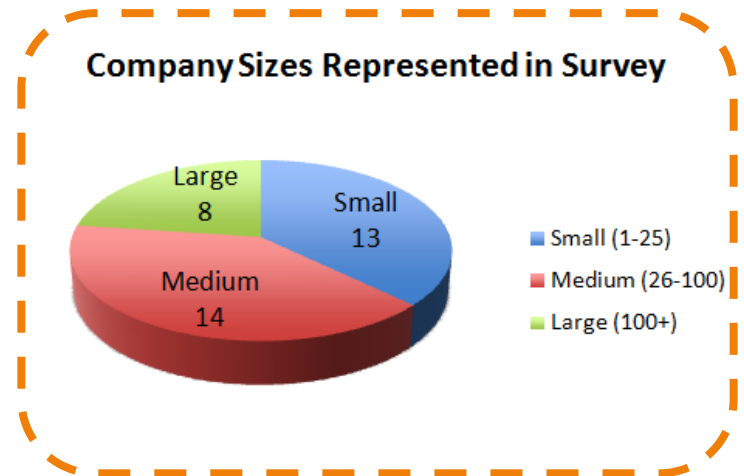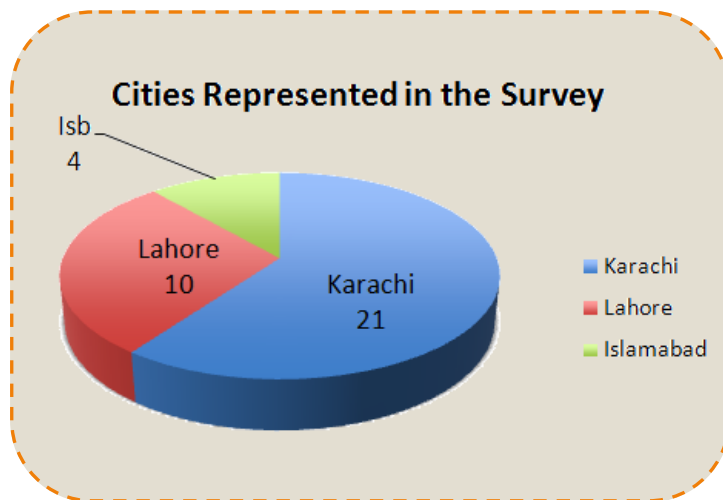

Figure 1: Sampled Company Sizes

Figure 2: Sampled Company Locations

B. Company Locations

A majority of the companies is located in Karachi (21), followed by Lahore (10) and Islamabad (4).

C. Company Specialization Areas

Companies were allowed to select multiple specialization areas. The majority of the companies had Application Development as a specialization area, followed by IT Consulting and Computer Software. The complete list of specialization areas is indicated in the graph below.

Figure 3: Sampled Company Specialization Areas

The survey collected information from companies on specific job titles, allowing the companies to report average salaries for 3 career levels for the job title (entry-level, mid-level and senior). These reported salaries were average salaries for all the employees working at a particular level, regardless of how many employees work in that role. For instance, for the role of an entry-level business analyst, a company reported one average salary, while employing multiple people in the role.

A. Overall Salary Overview

The table below lists all the roles that were analyzed in the survey and the average salaries for the entire role (inclusive of the three levels of seniority). The specific average salaries for the three levels of seniority within each job title will be discussed later in this report, under the sections regarding the specific job title.

Job Titles	Total # roles	Average Salary (PKR)
Architect	22	96,932
BPO: CSR Professionals	29	38,259
Business Analyst	24	64,396
Business Development Manager	39	76,205
Database Admin	21	58,571
Graphics Designer	43	42,058
Finance	42	67,179
Helpdesk	27	34,759
HR	43	55,535
IT Management	24	163,833
Programmers	76	65,757
Project Manager	40	112,175
QA	56	50,063
System Admin	31	51,468
Team Lead	25	61,600
Technical Writer	18	54,417

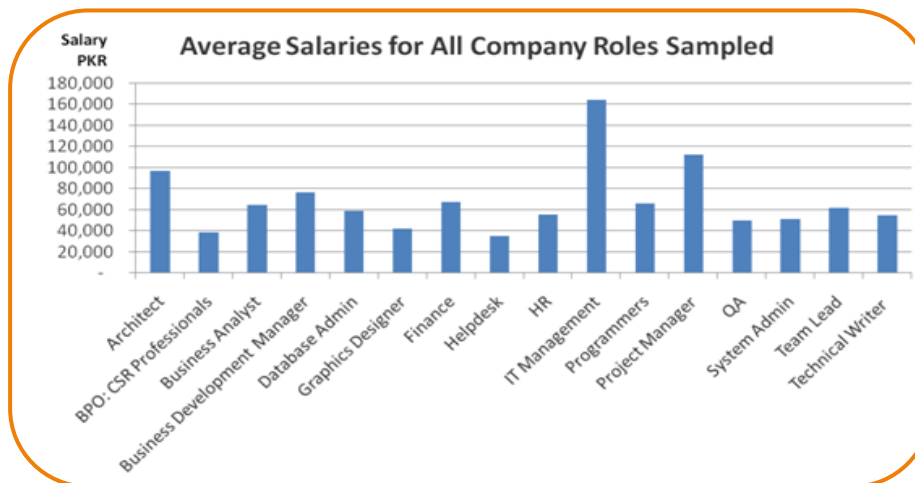Table 1: Overall Salary Ranges for Company Roles

Figure 4: Representation of overall salary ranges for company roles

B. Salary Comparison between 2008 and 2012

The overlapping roles covered in both the 2008 Salary Survey and the 2012 Survey were compared to evaluate the increase in average salaries for the roles over the last 4 years. The largest %age increase was in the Programmers salary, which has increased by 80.6% since 2008. This is followed by Systems Administrators and QA Managers.

The lowest %age increase in salaries was in the role of Graphics Designers, which only reported a 3.2% average salary increase since 2008.

Role	2012 Avg Salary (PKR)	2008 Avg Salary (PKR)	% Increase
Architect	96,932	88,175	9.9
Business Analyst	64,396	59,883	7.5
Database Admin	58,571	45,923	27.5
Graphics Designer	42,058	40,758	3.2
Programmer	65,757	36,401	80.6
Project Manager	112,175	98,185	14.2
QA	50,063	34,106	46.8
System Admin	51,468	32,707	57.4
Technical Writer	54,417	43,075	26.3

Table 2: Comparison of Salaries between 2008 and 2012

Figure 5: Salary Comparisons for Different Roles between 2008 and 2012

1. Architect

A total of 22 companies reported employing Architects, with more than 58 employees. 50% of the roles sampled were senior Architect roles (with > 6 years of experience), 36% were mid-level roles (with 4-6 years of experience), and 14% were entry-level roles (1-3 years of experience).
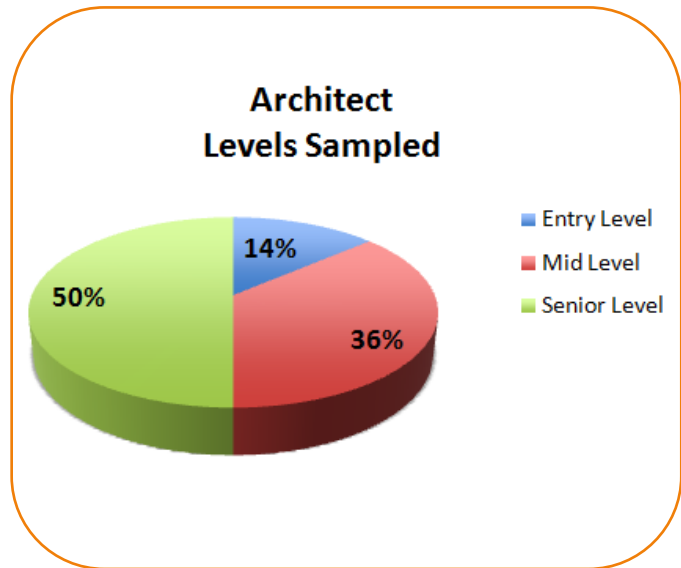

Figure 6: Break-up of different levels within the Architect role sampled

1.1 Average Salary vs Experience

The table below represents the average salary ranges for each company role mapped against the average employee experience in the role. The percentages represent the percent of employees from the total Architect employees reported in the survey whose salaries fall within the given salary bracket and experience. For instance, 14% of Architect employees had less than 1 year of experience and earned salaries less than PKR 20,000.

Architect	Average Salary (PKR)						
Experience	<20,000	21,000 – 35,000	36,000 – 50,000	51,000 – 75,000	76,000 – 100,000	101,000- 200,000	>200,000
< 1 year	14%	5%	0%	5%	0%	0%	0%
1 -2 years	0%	0%	0%	0%	0%	0%	0%
3-5 years	0%	0%	5%	5%	5%	0%	0%
>5 years	0%	0%	0%	5%	19%	33%	5%

Table 3: Architect Salaries mapped against Years of Experience in Architect Role

The adjacent graph represents the salary ranges reported by the companies surveyed for the Architect roles, based on the years of experience. The size of the bubbles at each experience level indicates the total number of employees earning th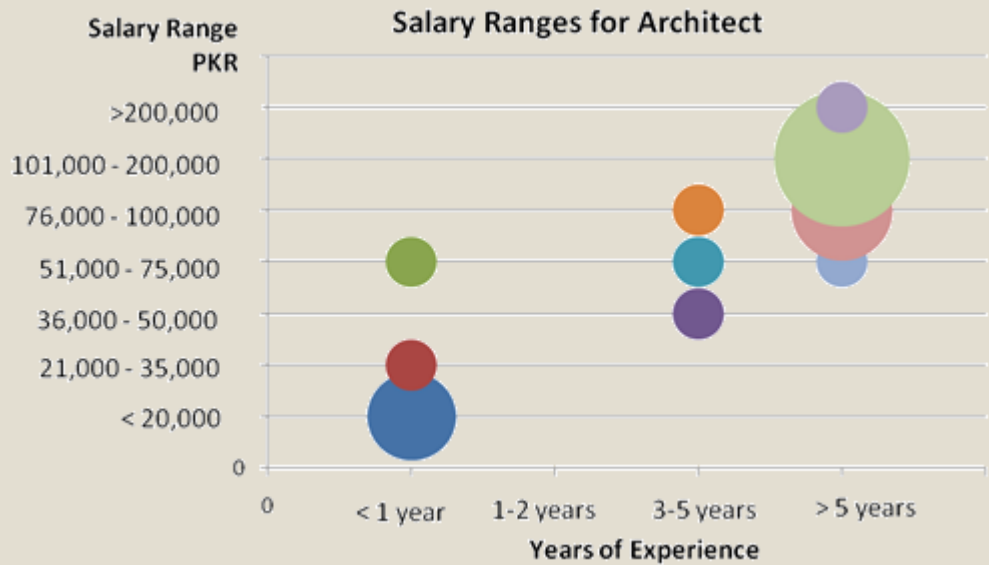e specified income bracket at that experience level. For employees with less than 1 year of experience, the salary range spans from PKR 20,000 to PKR 75,000, with the major salary range being PKR 20,000 or less.

Figure 7: Salary Ranges for Entry-level, Mid-level and Senior-level architects

For mid-level employees, with 3-5 years of experience, the salary ranges are more diverse, ranging from PKR 36,000 to PKR 100,000. All three salary ranges are equally represented (5% each) for the employees at this career level.

For senior level architects, the salary ranges span from PKR 51,000 to PKR 200,000 and above, with a majority of the salaries falling within the PKR 101,000- PKR 200,000 salary bracket.

Figure 8 below represents an alternative illustration of the salary ranges, color coded by years of experience.
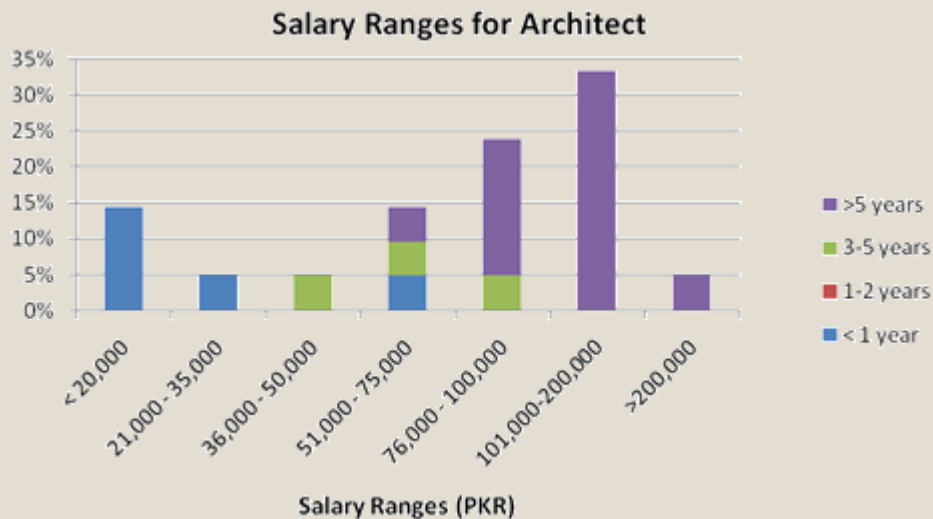

Figure 8: Salary Ranges for Architect Roles, coded by levels of experience

1.2 Average Salary vs Experience City-wise

The survey analyses the salary ranges for each role based on the city of the employer. The graph below represents the salary ranges for the Architect Role for each of the three cities, Karachi, Lahore and Islamabad.

For entry-level roles, the graph indicates that Lahore salary ranges are the lowest, starting at PKR 20,000. Karachi salaries for entry-level employees are higher, at PKR 21,000 – PKR 35,000. For mid-level employees, Lahore matches and overtakes Karachi salaries, with salaries in both cities ranging from PKR 51,000 to PKR 100,000. For senior level employees, Lahore compensation is higher, peaking at salaries greater than PKR 200,000, where as Karachi senior-level Architect employees' salaries peak at PKR 200,000. Islamabad only reported one company role for Architects – a senior level role at salary range PKR 100,000 – PKR 200,000.

City	< 20,000	21,000- 35,000	36,000- 50,000	51,000- 75,000	76,000- 100,000	101,000- 200,000	>200,000
Salary Ranges (PKR)							
Karachi	0%	5%	5%	10%	10%	25%	
Lahore	20%	0%	0%	10%	20%	20%	10%
Islamabad	0%	0%	0%	0%	0%	25%	

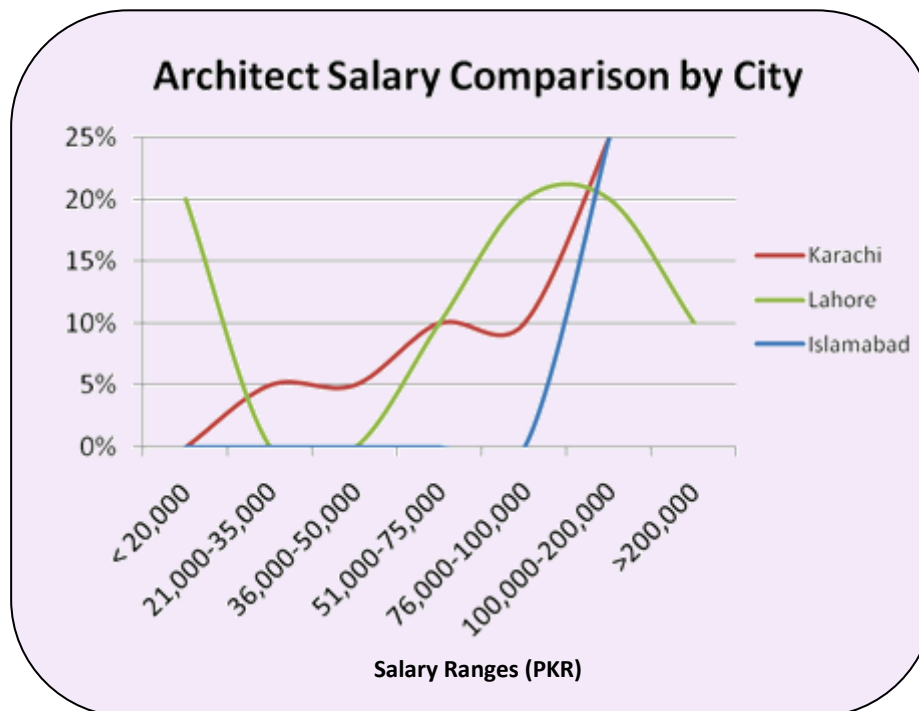Table 4: Salary Ranges for Architect Roles by City

Figure 9: Salary Ranges compared by City of Company

Employee Profile—Architects

Architect employees were profiled according to the years of experience vs the seniority of their roles. A majority of entry-level employees (with 1-3 years of experience) were individual contributors (67%), with a sizeable segment being assigned the role of team leaders (33%). At the mid-career level, the employee roles were approximately evenly divided between individual contributors, managers and team leaders. At the senior level, a majority of the Architect employees (64%) had progressed onto senior management roles within the company.
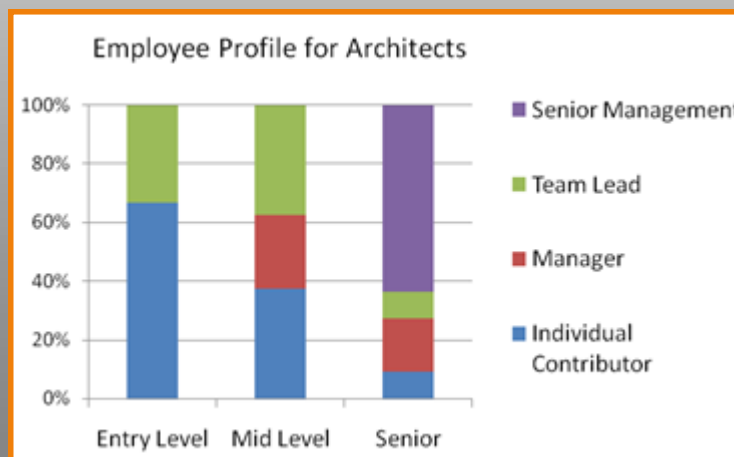
Figure 10: Employee Profiles for Architect Roles categorized by seniority levels

1.3 Promotion and Salary Increments

The survey collected data on the average time since the last promotion of the employee within each role, as well as the last salary increment (as a percentage of the employee's base salary).

For the Architect role, a majority of the promotions took place within a year of the data collection, for all career levels (entry, mid and senior). A number of companies were faster in promoting
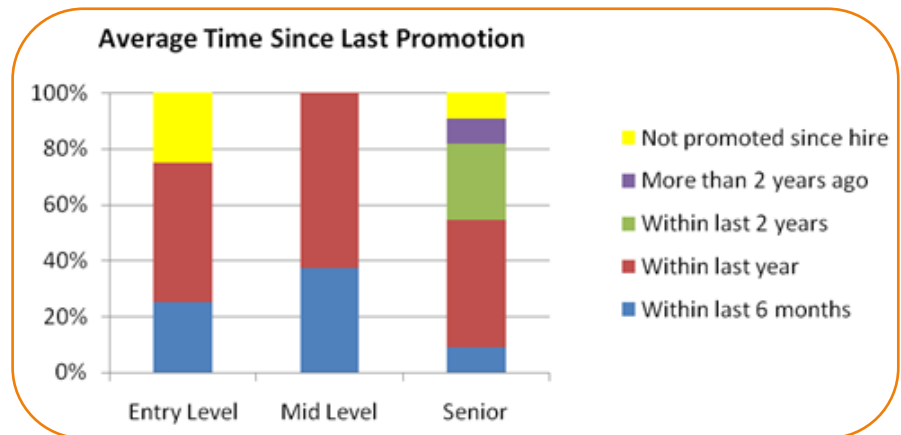

Figure 11: Average Time Since Last Promotion for Architects

employees in Architect roles: 25% of the companies had promoted their entry-level employees and 38% of the companies had promoted their mid-level employees within the last 6 months. For senior level roles, the promotions had staggered, with 27% of the senior-level employees promoted within the last 2 years, 9% who were promoted more than 2 years ago and 9% who had not been promoted since hiring.

The average salary increments for each Architect role are represented in Figure 12 below. The most common salary increment for all employee levels is between 6%-15% of the base salary. For entry-level employees, 33% of the employees received increments which were less than 1% of their base salaries. For mid-level employees, 13% of employees received increments which represented 1% - 5% of their base salaries, and 38% received increments which were greater than 15% of their base salaries. For senior level employees, 45% received increments which were greater than 15% of their base salaries.
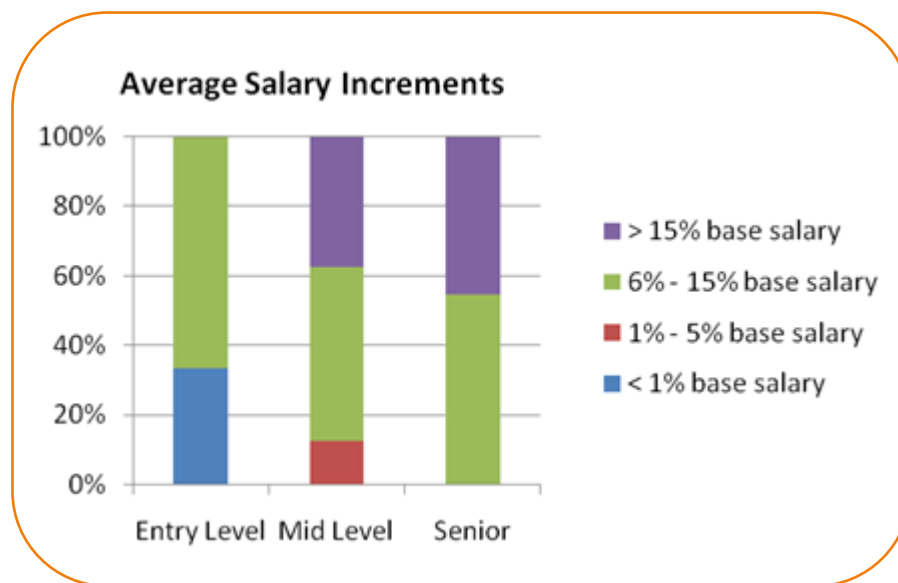
Figure 12: Average Salary Increments as percentage of base salaries

2. BPO: Customer Service Professional

A total of 29 companies employed Customer Service Professionals (CSPs), with more than 92 employees. 38% of the roles sampled were senior roles (with > 6 years of experience), 31% were mid-level roles (with 4-6 years of experience), and 31% were entry-level roles (1-3 years of experience).
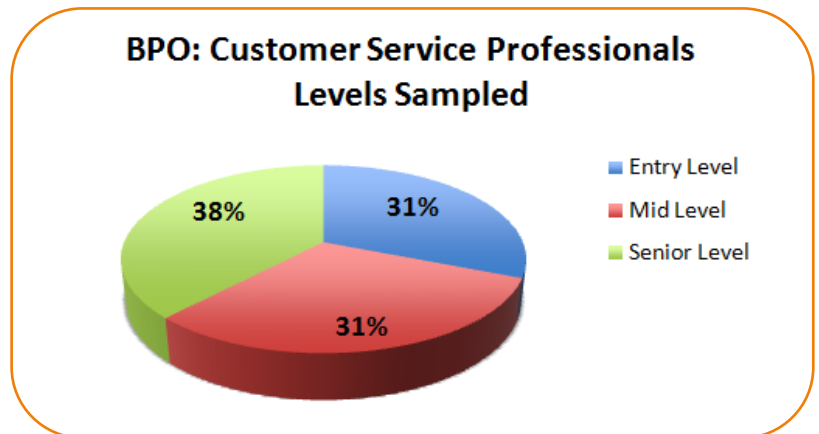

Figure 13: Break-up of different levels within the BPO Customer Service role sampled

2.1 Average Salary vs Experience

The table below represents the average salary ranges for each company role mapped against the average employee experience in the role. The percentages represent the percentage of employees from the total Customer Service Professional employee roles reported in the survey whose salaries fall within the given salary bracket and experience. For instance, 18% of CSP employees had less than 1 year of experience and earned salaries less than PKR 20,000.

Customer Service Professional	Average Salary (PKR)						
Experience	<20,000	21,000 – 35,000	36,000 – 50,000	51,000 – 75,000	76,000 – 100,000	101,000- 200,000	>200,000
< 1 year	18%	4%	0%	0%	0%	0%	0%
1 -2 years	7%	11%	0%	0%	0%	0%	0%
3-5 years	0%	18%	18%	7%	0%	0%	0%
>5 years	0%	0%	7%	4%	0%	7%	0%

Table 5: CSP Salaries mapped against Years of Experience in Customer Service Professional Role

The adjacent graph represents the salary ranges reported by the companies surveyed for the CSP roles, based on the years of experience. The size of the bubbles at each experience level indicates the total number of employees earning the specified income bracket at that experience level. For employees with less than 1 year of experience, the salary range spans from less than PKR 20,000 to PKR 35,000, with the major salary range being PKR 20,000 or less.

Figure 14: Salary Ranges for Entry-level, Mid-level and Senior-level CSPs

For mid-level employees, with 1-5 years of experience, the salaries range from less than PKR 20,000 to PKR 75,000. The two most common salary ranges for mid-level CSPs are PKR 21,000 – PKR 35,000 and PKR 36,000 – PKR 50,000.

For senior level CSPs, the salary ranges span from PKR 36,000 to PKR 200,000 but do not exceed PKR 200,000. There are two major salary segments represented here: PKR 36,000 – PKR 50,000 and PKR 101,000- PKR 200,000.

Figure 15 below represents an alternative illustration of the salary ranges, color coded by years of experience.

Figure 15: Salary Ranges for CSP Roles, coded by levels of experience

2.2 Average Salary City-wise

The survey analyses the salary ranges for each role based on the city of the employer. The graph below represents the salary ranges for the CSP Role for each of the three cities, Karachi, Lahore and Islamabad.

For entry-level roles, both Karachi and Lahore salary ranges start at PKR 20,000. However, a majority of Lahore CSPs (84%) are compensated within the less than PKR 20,000 – PKR 35,000 salary bracket.

In Karachi, the CSPs are compensated in higher salary ranges, with a majority (72%) falling within the salary range of PKR 21,000 – PKR 50,000. For senior level employees, both Karachi and Lahore have approximately an equal distribution within the highest salary segment that CSPs reach – PKR 100,000 – PKR 200,000. No CSP roles were reported as being compensated higher than PKR 200,000 (even though some roles had more than 5 years of seniority).

City	Salary Ranges (PKR)						
	< 20,000	21,000-35,000	36,000-50,000	51,000-75,000	76,000-100,000	101,000-200,000	>200,000
Karachi	14%	36%	36%	7%	0%	7%	0%
Lahore	42%	42%	8%	0%	0%	8%	0%
Islamabad	0%	0%	0%	100%	0%	0%	0%

Table 6: Salary Ranges for CSP Roles by City
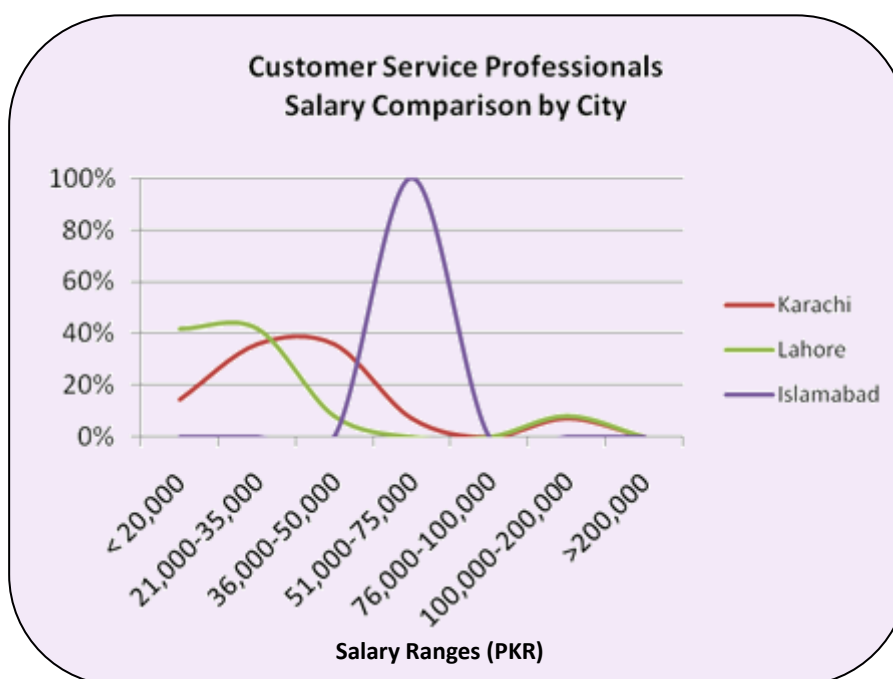
Figure 16: Salary Ranges compared by City of Company

CSP employees were profiled according to the years of experience vs the seniority of their roles. All entry-level employees (with 1-3 years of experience) were individual contributors. At the mid-career level, 56% of the employees had progressed on to team lead roles. At the senior level, 30% of the employees had reached management positions, with another 30% reaching senior management positions in the company.
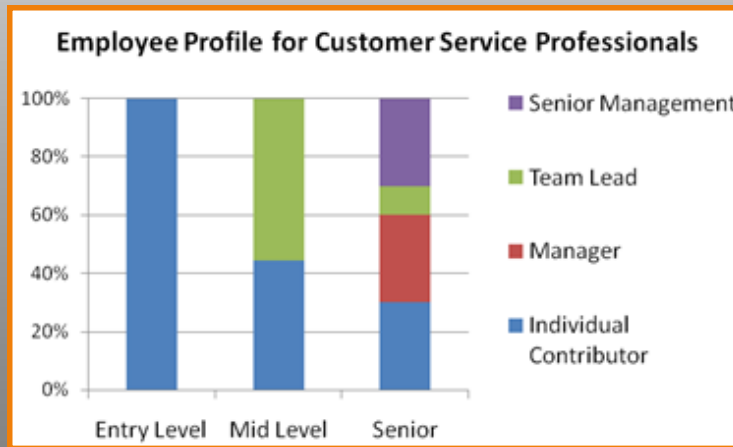

Figure 17: Employee Profiles for CSP Roles categorized by seniority levels

2.3 Promotion and Salary Increments

The survey collected data on the average time since the last promotion of the employee within each role, as well as the last salary increment (as a percentage of the employee's base salary).

For the CSP role, the rate of promotion was reported as quite high, especially for mid and senior level positions. For entry level positions, 22% of the employees had been promoted within the last 6 months, and 33% within the last year. For mid and senior level positions, 78% and 70% of the employees had been promoted within the last year respectively.
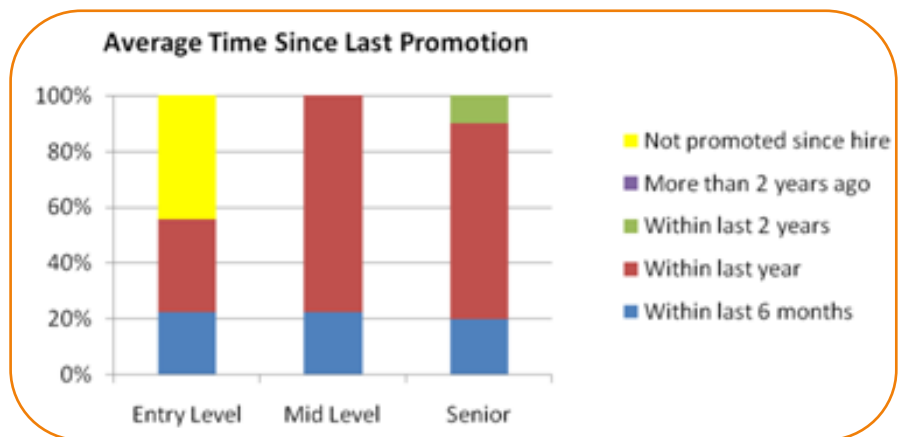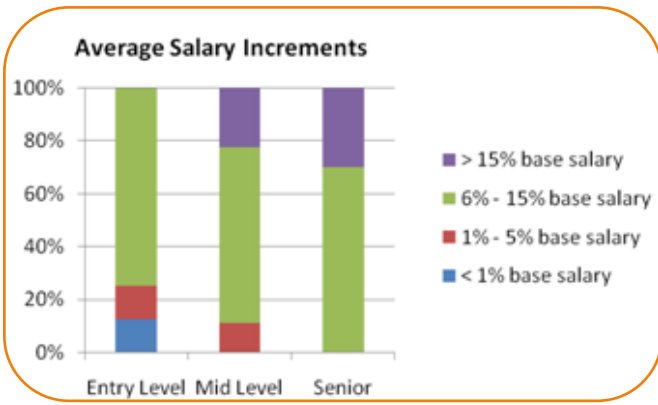

Figure 18: Average Time Since Last Promotion for CSP employees

Average Salary Increments

Legend:
- > 15% base salary
- 6% - 15% base salary
- 1% - 5% base salary
- < 1% base salary

Figure 19: Average Salary Increments as percentage of base salaries

The average salary increments for each CSP role are represented in Figure 19. The most common salary increment for all employee levels is between 6%-15% of the base salary. For entry-level employees, 13% of the employees received increments which were less than 1% of their base salaries. Another 13% received increments which were between 1% - 5% of their base salaries.

22% mid-level employees and 30% senior CSP employees received increments which were greater than 15% of their base salaries.

3. Business Analyst

A total of 24 companies employed Business Analysts, with more than 57 employees. 38% of the roles sampled were senior roles (with > 6 years of experience), 33% were entry-level roles, and 29% were mid-level roles.
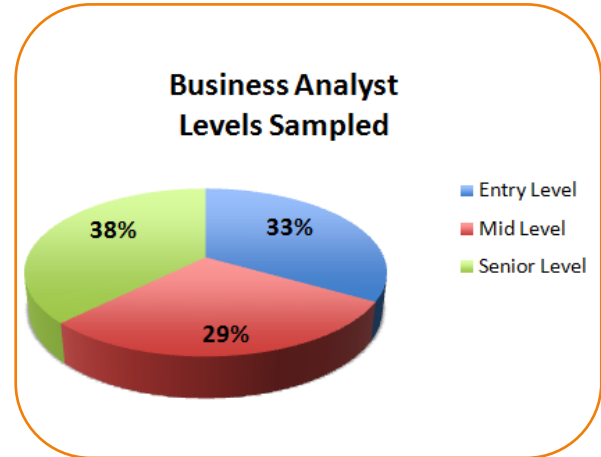
Figure 20: Break-up of different levels within the Business Analyst role sampled

3.1 Average Salary vs Experience

The table below represents the average salary ranges for each company role mapped against the average employee experience in the role. The percentages represent the percentage of employees from the total Business Analyst employee roles reported in the survey whose salaries fall within the given salary bracket and experience. For instance, 8% of Business Analyst employees had less than 1 year of experience and earned salaries less than PKR 20,000.

Business Analyst	Average Salary (PKR)						
Experience	<20,000	21,000 – 35,000	36,000 – 50,000	51,000 – 75,000	76,000 – 100,000	101,000- 200,000	>200,000
< 1 year	8%	8%	4%	0%	0%	0%	0%
1 -2 years	0%	8%	16%	8%	0%	0%	0%
3-5 years	0%	0%	4%	16%	8%	4%	0%
>5 years	0%	0%	0%	4%	4%	8%	0%

Table 7: Business Analyst Salaries mapped against Years of Experience in Business Analyst Role

The adjacent graph represents the salary ranges reported by the companies surveyed for the Business Analyst roles, based on the years of experience. For employees with less than 1 year of experience, the salary range spans from less than PKR 20,000 to PKR 50,000, with the major salary ranges being PKR 20,000 or less, as well as PKR 21,000 – PKR 35,000.

For mid-level employees, with 1-5 years of experience,

Figure 21: Salary Ranges for Entry-level, Mid-level and Senior-level Business Analysts

the salaries range from PKR 21,000 to PKR 200,000. The common salary ranges for mid-level Business Analysts is PKR 36,000 – PKR 50,000 and PKR 51,000 – PKR 75,000.

For senior level Business Analysts, the salary ranges span from PKR 51,000 to PKR 200,000 but do not exceed PKR 200,000. The major salary segment represented is PKR 101,000- PKR 200,000.

Figure 22 shows another look at the same salary data for Business Analysts, mapping the percentage of employees at each salary bracket, and color coded by experience levels.

Figure 22: Salary Ranges for Business Analyst Roles, coded by levels of experience

3.2 Average Salary City-wise

The survey analyses the salary ranges for each role based on the city of the employer. The graph below represents the salary ranges for the Business Analyst Role for each of the three cities, Karachi, Lahore and Islamabad.

Karachi salaries start off higher than Lahore for Business Analysts and stay similar throughout the salary progression, other than at the last salary bracket. Karachi salaries go on to the PKR 100,000 – PKR 200,000 bracket where as salaries in Lahore are restricted to the PKR 76,000 – PKR 100,000 bracket despite having the same level of seniority as Karachi employees.

City	Salary Ranges (PKR)						
	< 20,000	21,000-35,000	36,000-50,000	51,000-75,000	76,000-100,000	101,000-200,000	>200,000
Karachi	0%	19%	25%	31%	13%	13%	0%
Lahore	25%	13%	25%	25%	13%	0%	0%
Islamabad	0%	0%	0%	0%	0%	100%	0%

Table 8: Salary Ranges for Business Analyst Roles by City
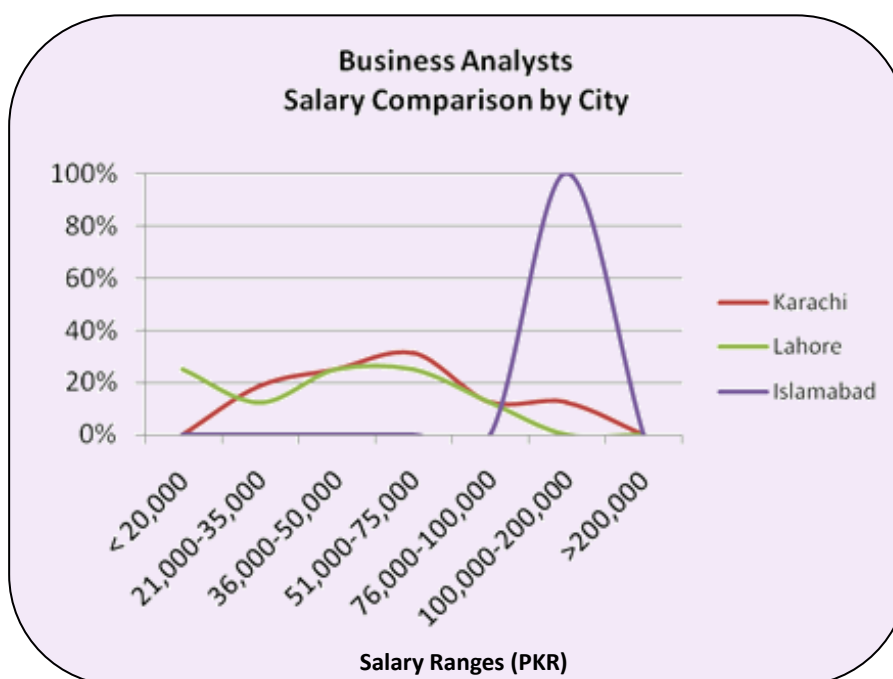
Figure 23: Salary Ranges compared by City of Company

Business Analyst employees were profiled according to the years of experience vs the seniority of their roles. All entry-level employees (with 1-3 years of experience) were individual contributors. At the mid-career level, 14% of the employees had progressed on to team lead roles and an additional 14% had progressed on to managerial positions. At the senior level, a significant portion of the employees remain individual contributors – 44%. However, 33% had reached management positions, 11% remained team leads and 11% progressed onto senior management positions in the company.
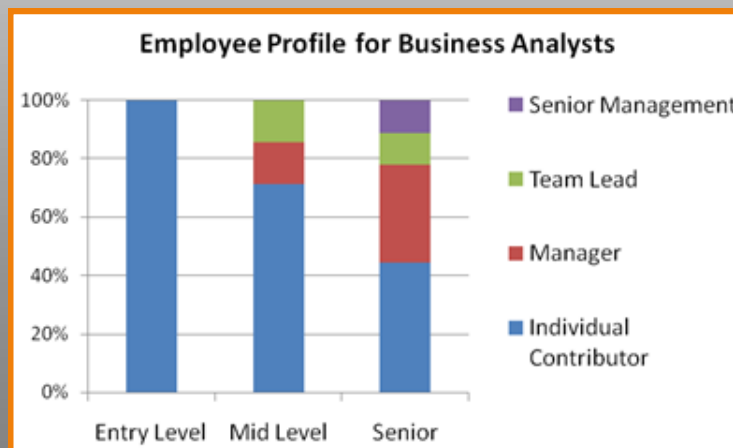
Figure 24: Employee Profiles for Business Analyst Roles categorized by seniority levels

3.3 Promotion and Salary Increments

The survey collected data on the average time since the last promotion of the employee within each role, as well as the last salary increment (as a percentage of the employee's base salary).

For the Business Analyst role, the rate of promotion was reported as quite high across the board. A majority of all Business Analyst employees, irrespective of their career levels had been promoted
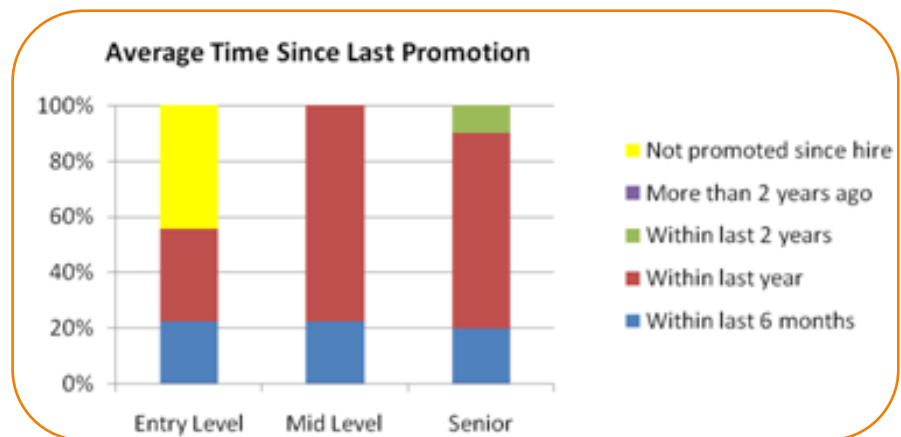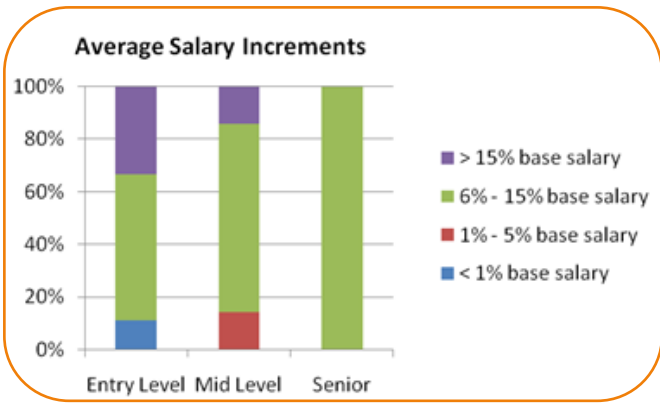

Figure 25: Average Time Since Last Promotion for Business Analysts

Figure 26: Average Salary Increments as percentage of base salaries

within the last year. 11% of entry level employees, 29% of mid-level employees and 22% of senior employees had been promoted within the last 6 months.

The average salary increments for each Business Analyst role are represented in Figure 26. The most common salary increment for all employee levels is between 6%-15% of the base salary. 33% of entry-level employees and 14% of mid-level employees receive increments which were greater than 15% of their base salaries.

4. Business Development/Client Relationship Manager

A total of 39 companies employed Business Development Managers/Client Relationship Managers (CRMs), with more than 76 employees. 36% of the roles sampled were senior roles (with > 6 years of experience), 38% were mid-level roles, and 26% were entry-level roles.
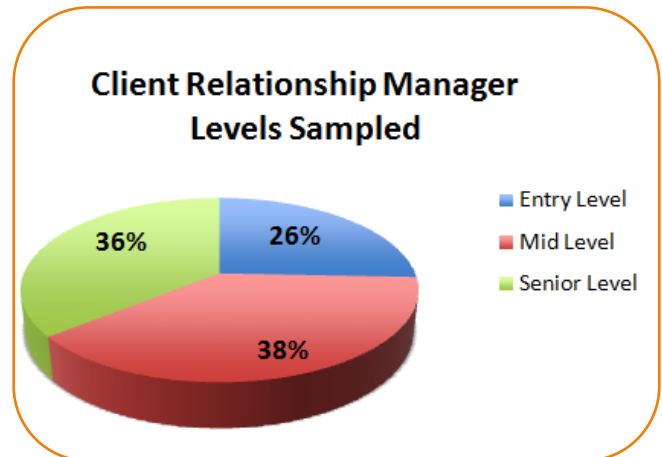

Figure 27: Break-up of different levels within the CRM role sampled

4.1 Average Salary vs Experience

The table below represents the average salary ranges for each company role mapped against the average employee experience in the role. The percentages represent the percentage of employees from the total Business Development employee roles reported in the survey whose salaries fall within the given salary bracket and experience. For instance, 5% of the employees had less than 1 year of experience and earned salaries less than PKR 20,000.

CRM	Average Salary (PKR)						
Experience	<20,000	21,000 - 35,000	36,000 - 50,000	51,000 - 75,000	76,000 - 100,000	101,000- 200,000	>200,000
< 1 year	5%	10%	3%	0%	0%	0%	0%
1-2 years	0%	8%	5%	0%	3%	0%	0%
3-5 years	0%	0%	5%	8%	5%	3%	0%
>5 years	0%	0%	3%	15%	8%	18%	3%

Table 9: CRM Salaries mapped against Years of Experience in CRM Role

The adjacent graph represents the salary ranges reported by the companies surveyed for the CRM roles, based on the years of experience. For employees with less than 1 year of experience, the salary range spans from less than PKR 20,000 to PKR 50,000, with the major salary range being PKR 21,000 – PKR 35,000.
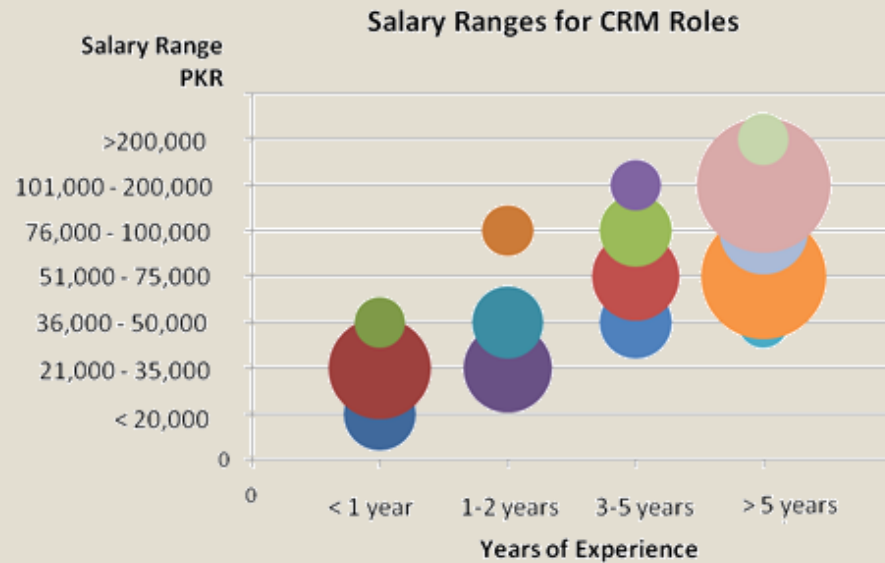

Figure 28: Salary Ranges for Entry-level, Mid-level and Senior-level CRMs

For mid-level employees, with 1-5 years of experience, the salaries range from PKR 21,000 to PKR 200,000. The common salary ranges for mid-level CRMs is PKR 21,000 – PKR 35,000 and PKR 51,000 – PKR 75,000.

For senior level CRMs, the salary ranges span from PKR 36,000 to PKR 200,000 and above. The two major salary segments are PKR 51,000 – PKR 75,000 and PKR 101,000- PKR 200,000.

Figure 29 shows another look at the same salary data for CRMs, mapping the percentage of employees at each salary bracket, and color coded by experience levels.
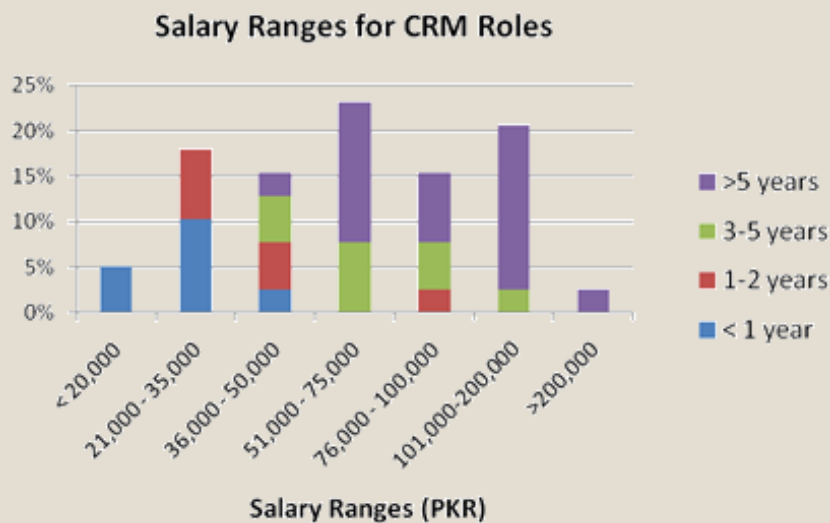

Figure 29: Salary Ranges for CRM Roles, coded by levels of experience

4.2 Average Salary City-wise

The survey analyses the salary ranges for each role based on the city of the employer. The graph below represents the salary ranges for the CRM Role for each of the three cities, Karachi, Lahore and Islamabad.

Both Karachi and Lahore salary ranges start at PKR 20,000 and stay similar throughout the salary progression, other than at the last salary bracket. Karachi salaries go on to the PKR 200,000 and above salary bracket where as salaries in Lahore are restricted to the PKR 100,000 – PKR 200,000 bracket despite having the same level of seniority as Karachi employees.

	Salary Ranges (PKR)						
City	< 20,000	21,000-35,000	36,000-50,000	51,000-75,000	76,000-100,000	101,000-200,000	>200,000
Karachi	4%	17%	17%	22%	17%	17%	4%
Lahore	7%	21%	14%	21%	14%	21%	0%
Islamabad	0%	0%	0%	50%	0%	50%	0%

Table 10: Salary Ranges for CRM Roles by City
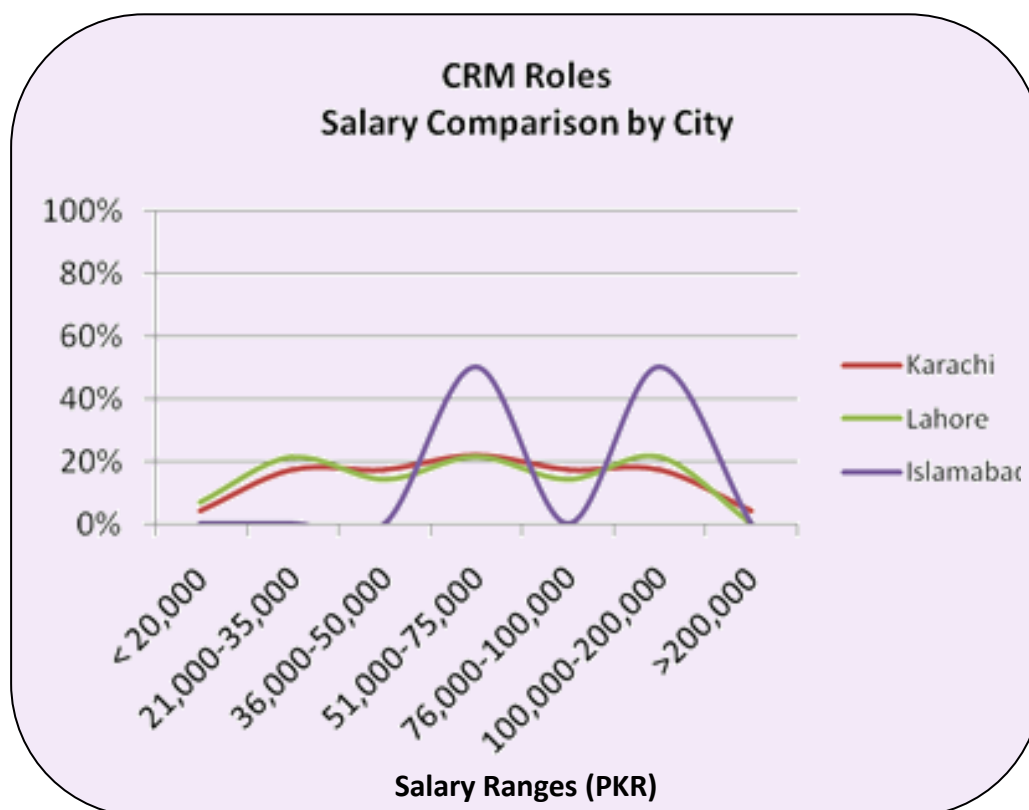
Figure 30: Salary Ranges compared by City of Company

CRM employees were profiled according to the years of experience vs the seniority of their roles. A majority of entry-level and mid-level employees were individual contributors. At the mid-career level, 29% of the employees had progressed on to managerial roles and an additional 7% had progressed on to senior management positions. At the senior level, 50% had reached management positions, and 43% had become senior managers in the company.
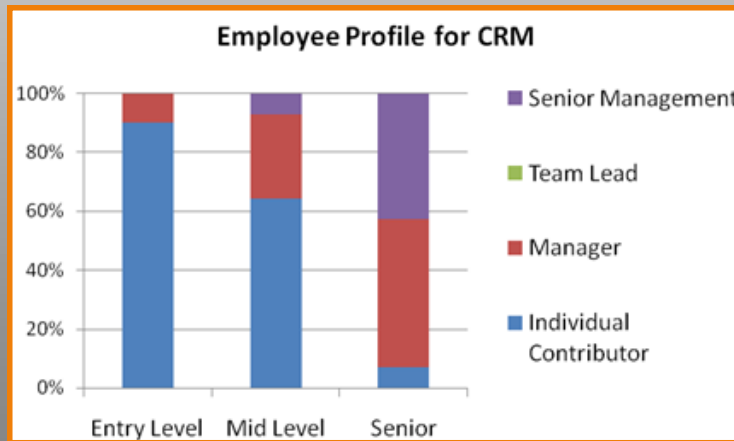

Figure 31: Employee Profiles for CRM Roles categorized by seniority levels

4.3 Promotion and Salary Increments

The survey collected data on the average time since the last promotion of the employee within each role, as well as the last salary increment (as a percentage of the employee's base salary).

For the CRM role, the average rate of promotion was within the last year. However, growth at the entry level seems slow, with 50% of the employees not being promoted since hire.
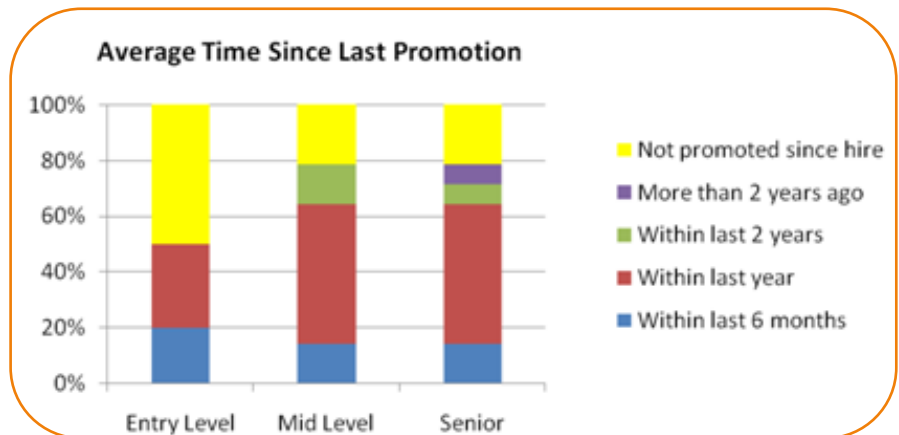

Figure 32: Average Time Since Last Promotion for CRM employees

The average salary increments for each CRM role are represented in Figure 33 below. The most common salary increment for all employee levels conforms to the industry standard of 6%-15% of the base salary. However, a healthy percentage of employees at all career levels received salary increments which were greater than 15% of their base salaries: 17% of entry level employees, 18% of mid-level employees and 31% of senior employees enjoyed this high salary increment.
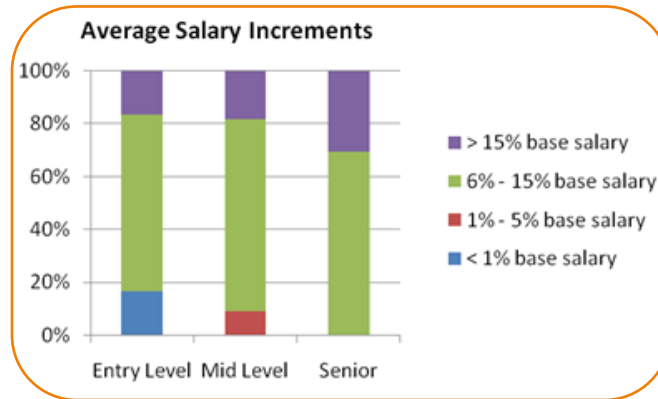

Figure 33: Average Salary Increments as percentage of base salaries

5. Database Administrator

A total of 21 companies employed Database Administrators, with more than 38 employees. 38% of the roles sampled were senior roles (with > 6 years of experience), 43% were mid-level roles, and 19% were entry-level.
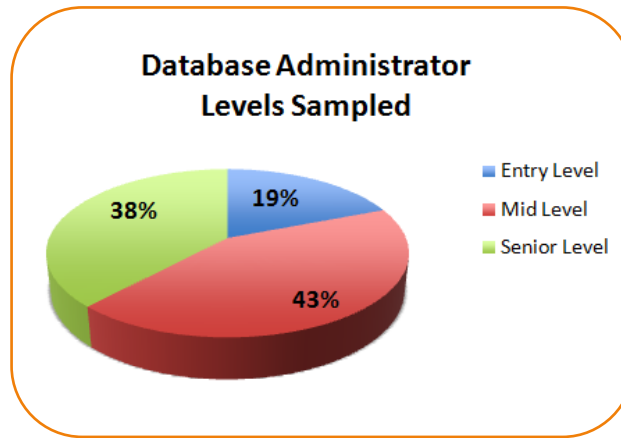

Figure 34: Break-up of different levels within the Database Administrator role sampled

5.1 Average Salary vs Experience

The table below represents the average salary ranges for each company role mapped against the average employee experience in the role. The percentages represent the percentage of employees from the total Database Admin employee roles reported in the survey whose salaries fall within the given salary bracket and experience. For instance, 14% of Database Admin employees had less than 1 year of experience and earned salaries less than PKR 20,000.

Database Admin	Average Salary						
Experience	<20,000	21,000 – 35,000	36,000 – 50,000	51,000 – 75,000	76,000 – 100,000	101,000– 200,000	>200,000
< 1 year	14%	0%	5%	5%	5%	0%	0%
1 -2 years	0%	10%	10%	5%	0%	0%	0%
3-5 years	0%	0%	10%	10%	0%	0%	0%
>5 years	0%	0%	0%	0%	24%	5%	0%

Table 11: Database Admin Salaries mapped against Years of Experience in Database Admin Role

The adjacent graph represents the salary ranges reported by the companies surveyed for the Database Admin roles, based on the years of experience. For employees with less than 1 year of experience, the salary range spans from less than PKR 20,000 to PKR 100,000, with the major salary range being PKR 20,000 and below.
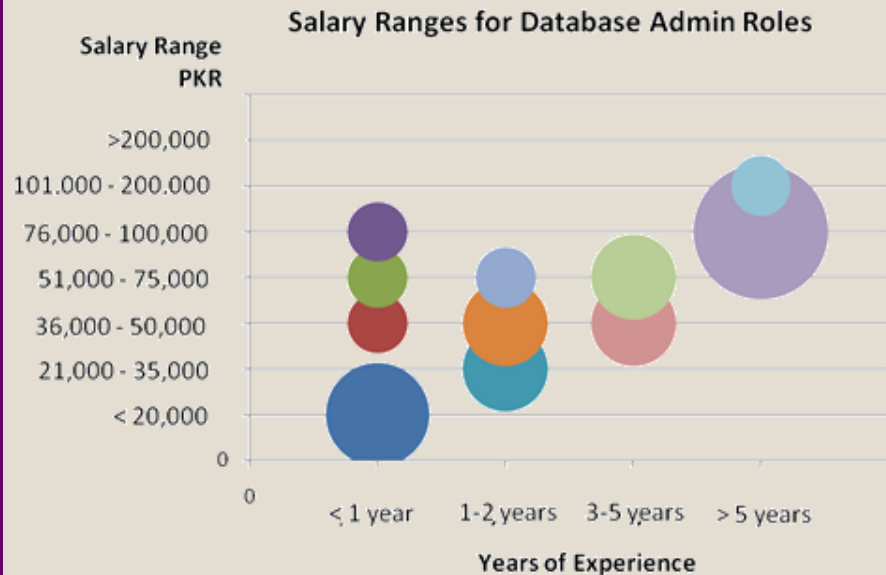
Salary Ranges for Database Admin Roles

Figure 35: Salary Ranges for Entry-level, Mid-level and Senior-level Database Admins

For mid-level employees, with 1-5 years of experience, the salaries range from PKR 21,000 to PKR 75,000. The common salary ranges for mid-level Database Admin is PKR 21,000 – PKR 35,000 and PKR 36,000 – PKR 50,000.

For senior level Database Admin, the salary ranges span from PKR 76,000 to PKR 200,000 but not exceeding PKR 200,000. The major salary segment is PKR 76,000 – PKR 100,000.

Figure 36 shows another look at the same salary data for Database Admins, mapping the percentage of employees at each salary bracket, and color coded by experience levels.
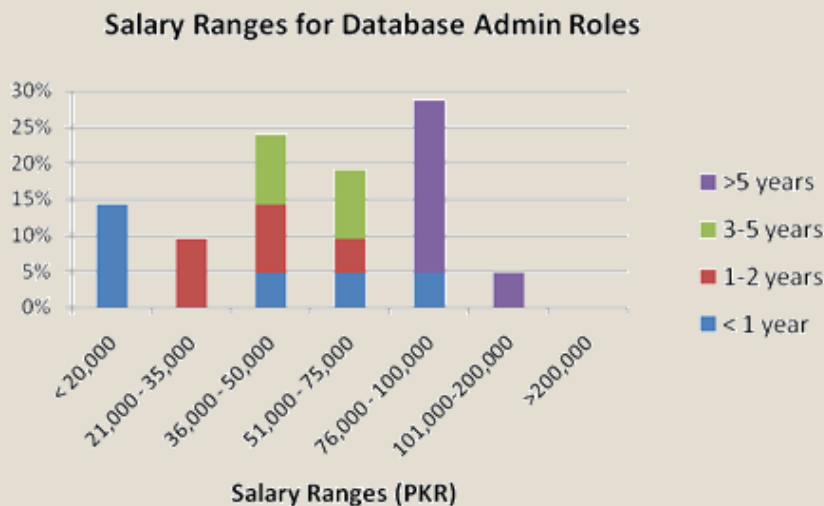
Salary Ranges for Database Admin Roles

Figure 36: Salary Ranges for Database Admin Roles, coded by levels of experience

5.2 Average Salary City-wise

The survey analyses the salary ranges for each role based on the city of the employer. The graph below represents the salary ranges for the Database Admin Role for each of the three cities, Karachi, Lahore and Islamabad.

Karachi salaries start at a higher salary bracket than Lahore: PKR 21,000, where as Lahore salaries for entry level employees start at PKR 20,000 and below. Both cities compensate their senior most Database Admin till PKR 200,000, but not exceeding this range.

	Salary Ranges (PKR)						
City	< 20,000	21,000-35,000	36,000-50,000	51,000-75,000	76,000-100,000	101,000-200,000	>200,000
Karachi	0%	20%	30%	10%	30%	10%	0%
Lahore	30%	0%	20%	20%	20%	10%	0%
Islamabad	0%	0%	0%	0%	0%	100%	0%

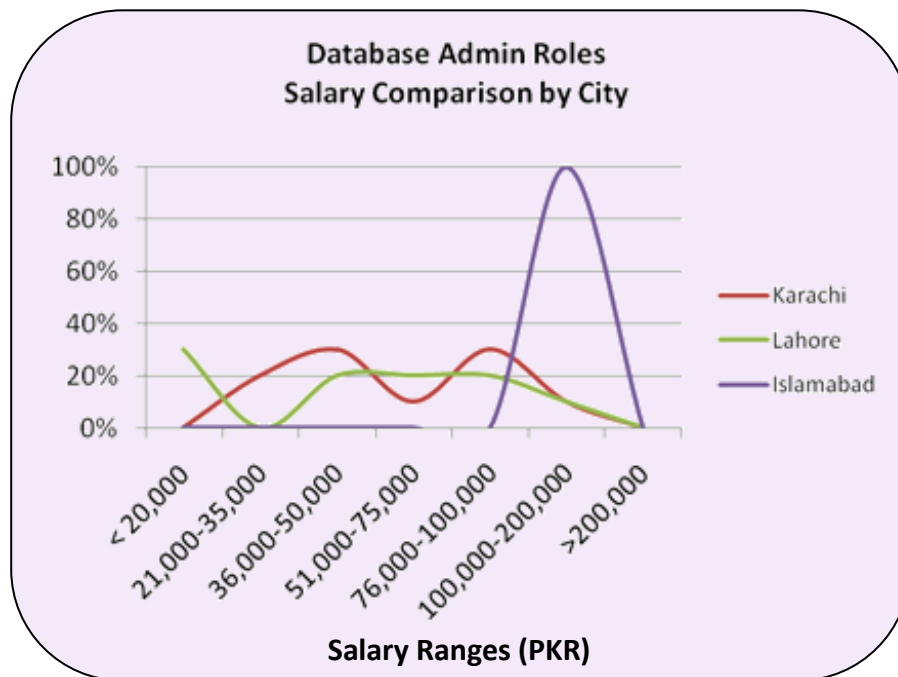Table 12: Salary Ranges for Database Admin Roles by City

Figure 37: Salary Ranges compared by City of Company

Employee Profile—Database Administrator

Database Admin employees were profiled according to the years of experience vs the seniority of their roles. All the entry-level and a majority of mid-level employees were individual contributors. At the mid-career level, 11% of the employees had progressed on to team lead roles. At the senior level, 50% remain individual contributors, with 25% assigned team lead positions, and 11% progressing on to senior management positions.
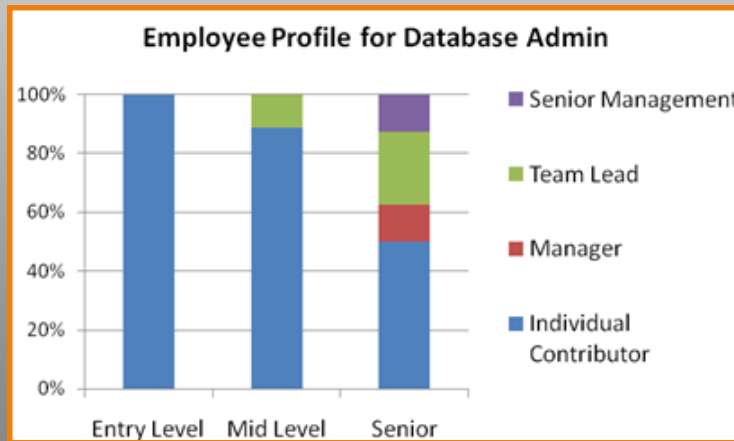

Figure 38: Employee Profiles for Database Admin Roles categorized by seniority levels

5.3 Promotion and Salary Increments

The survey collected data on the average time since the last promotion of the employee within each role, as well as the last salary increment (as a percentage of the employee's base salary).

For the Database Admin role, the average rate of promotion was within the last year, except for entry-level employees, 50% of whom had not being promoted since hire.
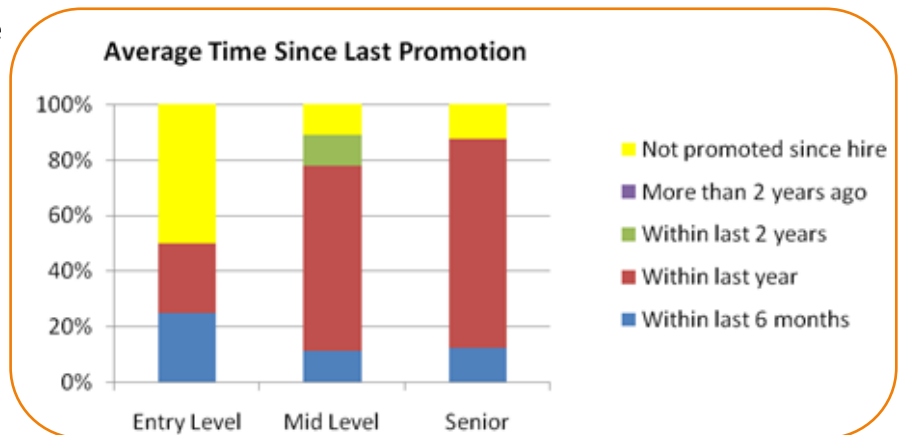

Figure 39: Average Time Since Last Promotion for Database Admin employees

The average salary increments for each Database Admin role are represented in Figure 40 below. The most common salary increment for all employee levels conforms to the industry standard of 6%-15% of the base salary. However, 25% of entry level employees had increments which were less than 1% of their base salaries. 25% of senior level Database Admins had increments which were greater than 15% of their base salaries.
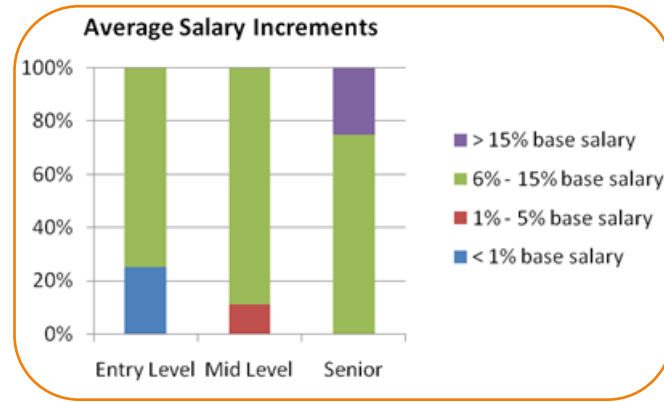

Figure 40: Average Salary Increments as percentage of base salaries

6. Finance Manager

A total of 42 companies reported employing Finance managers, with more than 89 employees. 38% of the roles sampled were senior roles (with > 6 years of experience), 33% were mid-level roles (with 4-6 years of experience), and 29% were entry-level roles (1-3 years of experience).
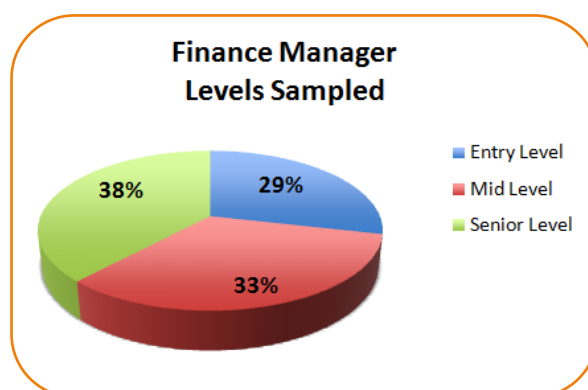

Figure 41: Break-up of different levels within the
Finance Manager role sampled

6.1 Average Salary vs Experience

The table below represents the average salary ranges for each company role mapped against the average employee experience in the role. The percentages represent the percentage of employees from the total Finance Manager employee roles reported in the survey whose salaries fall within the given salary bracket and experience. For instance, 7% of Finance employees had less than 1 year of experience and earned salaries less than PKR 20,000.

Finance Roles	Average Salary (PKR)						
Experience	<20,000	21,000 – 35,000	36,000 – 50,000	51,000 – 75,000	76,000 – 100,000	101,000- 200,000	>200,000
< 1 year	7%	2%	0%	0%	0%	0%	0%
1-2 years	7%	7%	2%	0%	2%	0%	0%
3-5 years	0%	14%	12%	10%	2%	2%	0%
>5 years	0%	0%	2%	5%	5%	14%	5%

Table 13: Finance Salaries mapped against Years of Experience in Finance Role

The adjacent graph represents the salary ranges reported by the companies surveyed for the Finance roles, based on the years of experience. For employees with less than 1 year of experience, the salary range spans from less than PKR 20,000 to PKR 35,000, with the major salary range being PKR 20,000 and below.
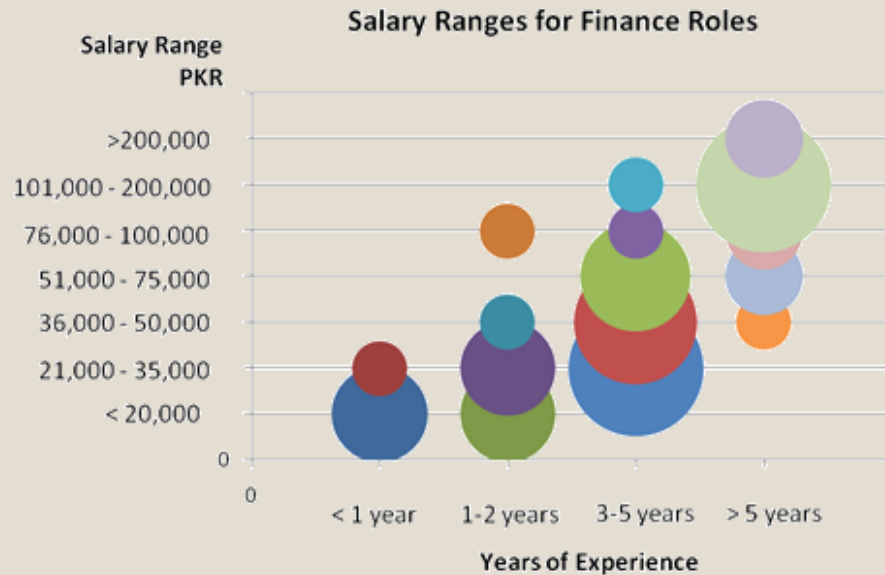

Figure 42: Salary Ranges for Entry-level, Mid-level and Senior-level Finance Roles

For mid-level employees, with 1-5 years of experience, the salaries range from below PKR 20,000 to PKR 200,000. The common salary ranges for mid-level Database Admin is PKR 21,000 – PKR 35,000 and PKR 36,000 – PKR 50,000.

For senior level Database Admin, the salary ranges span from PKR 36,000 to PKR 200,000 and above. The major salary segment is PKR 101,000 – PKR 200,000.

Figure 43 shows another look at the same salary data for Finance Roles, mapping the percentage of employees at each salary bracket, and color coded by experience levels.
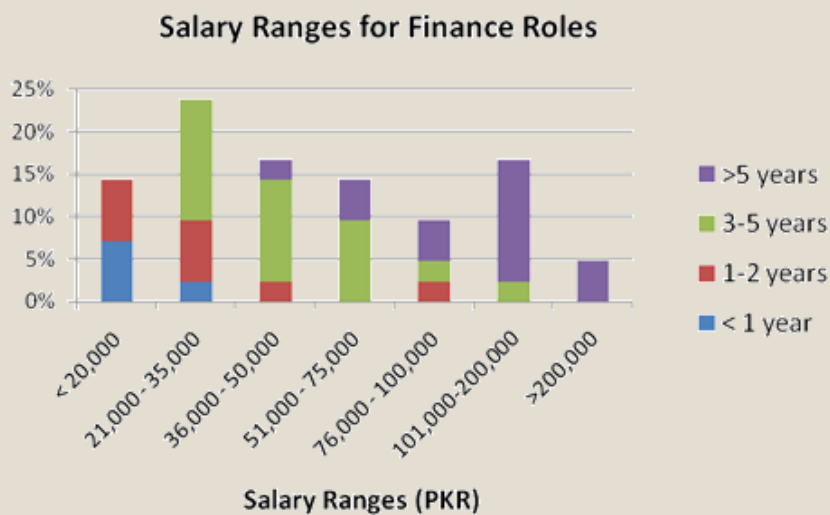

Figure 43: Salary Ranges for Finance Roles, coded by levels of experience

6.2 Average Salary City-wise

The survey analyses the salary ranges for each role based on the city of the employer. The graph below represents the salary ranges for the Finance Roles for each of the three cities, Karachi, Lahore and Islamabad.

All three cities report starting salaries at PKR 20,000 and below. However, only Karachi Finance employees are compensated in the PKR 200,000 and above salary bracket.

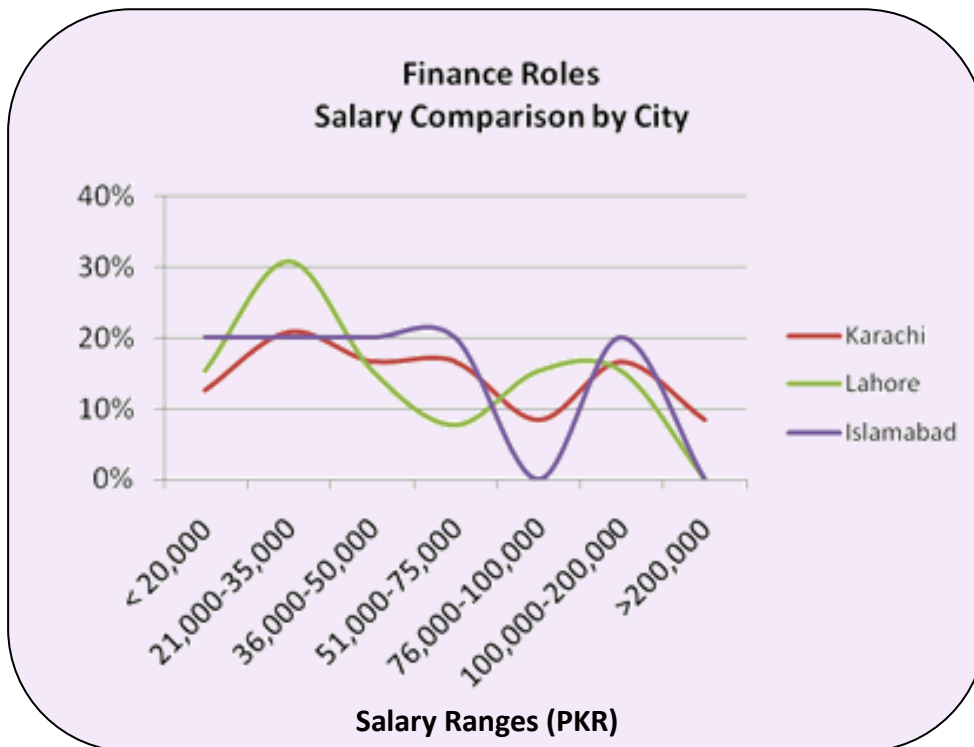| City	Salary Ranges (PKR)						
	< 20,000	21,000-35,000	36,000-50,000	51,000-75,000	76,000-100,000	101,000-200,000	>200,000
Karachi	13%	21%	17%	17%	8%	17%	8%
Lahore	15%	31%	15%	8%	15%	15%	0%
Islamabad	20%	20%	20%	20%	0%	20%	0%

Table 14: Salary Ranges for Finance Roles by City

Figure 44: Salary Ranges compared by City of Company

Finance employees were profiled according to the years of experience vs the seniority of their roles. All the entry-level employees were individual contributors. At the mid-career level, 29% of the employees had progressed on to team lead roles. At the senior level, 63% of the Finance employees were managers, and 38% had progressed onto senior management roles.
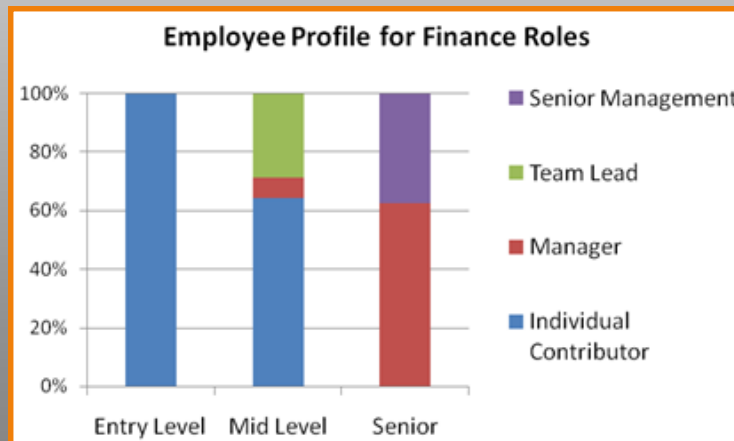

Figure 45: Employee Profiles for Finance Roles categorized by seniority levels

6.3 Promotion and Salary Increments

The survey collected data on the average time since the last promotion of the employee within each role, as well as the last salary increment (as a percentage of the employee's base salary).

For the Finance role, the average rate of promotion was within the last year, except for entry-level employees, 42% of whom had not being promoted since hire.
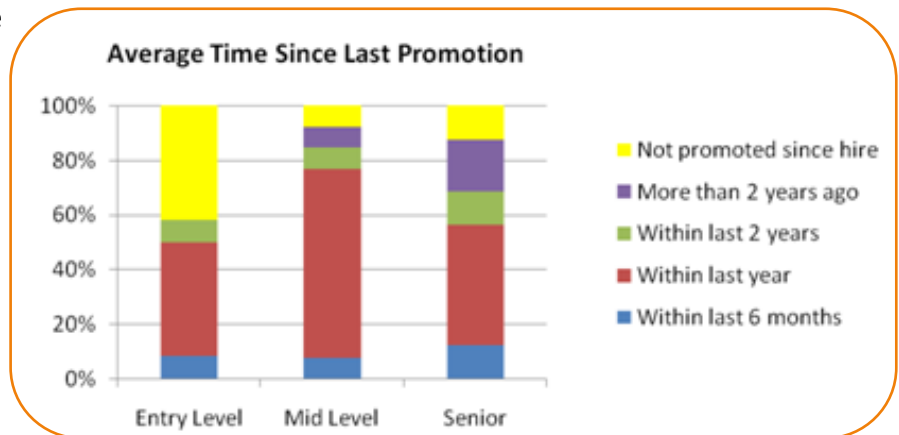

Figure 46: Average Time Since Last Promotion for Finance employees

The rate of promotion also stagnated at senior levels, with 31% of the employees having been promoted within the last 2 years or even earlier, and 13% not being promoted since hire.

The average salary increments for each Finance role are represented in Figure 47 below. The most common salary increment for all employee levels conforms to the industry standard of 6%-15% of the base salary. 36% of senior level employees, 8% of mid-level and 22% entry-level Finance employees had received increments which were greater than 15% of their base salaries.
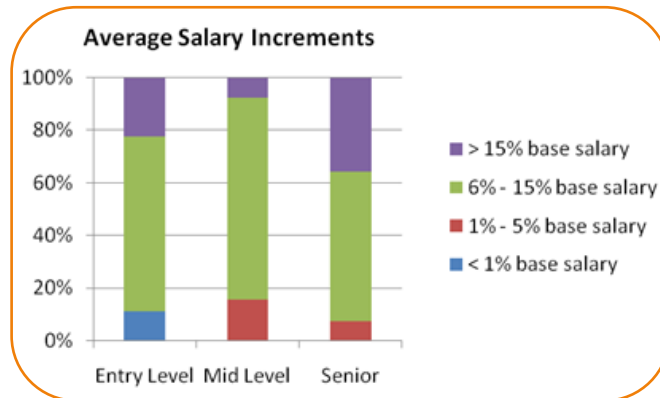
Figure 47: Average Salary Increments as percentage of base salaries

7. Graphics Designer

A total of 43 companies reported employing Graphics Designers, with more than 89 employees. 30% of the roles sampled were senior roles (with > 6 years of experience), 37% were mid-level roles (with 4-6 years of experience), and 33% were entry-level roles (1-3 years of experience).
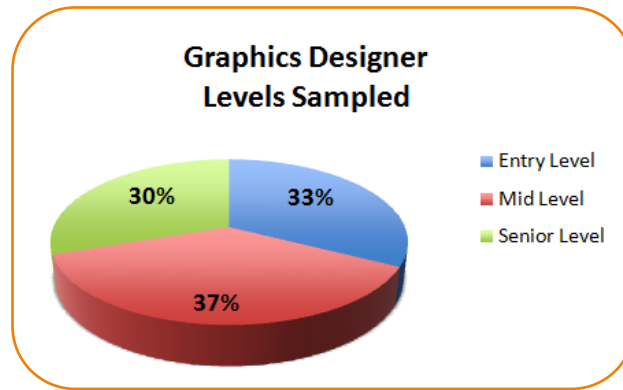

Figure 48: Break-up of different levels within the Graphics Designer role sampled

7.1 Average Salary vs Experience

The table below represents the average salary ranges for each company role mapped against the average employee experience in the role. The percentages represent the percentage of employees from the total Graphics Designer roles reported in the survey whose salaries fall within the given salary bracket and experience. For instance, 7% of Graphics Designers had less than 1 year of experience and earned salaries less than PKR 20,000.

Graphics Designer Roles	Average Salary (PKR)						
Experience	<20,000	21,000 – 35,000	36,000 – 50,000	51,000 – 75,000	76,000 – 100,000	101,000- 200,000	>200,000
< 1 year	7%	2%	5%	0%	0%	0%	0%
1 -2 years	12%	12%	7%	0%	0%	0%	0%
3-5 years	0%	7%	16%	7%	0%	0%	0%
>5 years	0%	0%	5%	14%	5%	2%	0%

Table 15: Graphics Designer Salaries mapped against Years of Experience in Graphics Designer role

The adjacent graph represents the salary ranges reported by the companies surveyed for the Graphics Designer roles, based on the years of experience. For employees with less than 1 year of experience, the salary range spans from less than PKR 20,000 to PKR 50,000, with the major salary range being PKR 20,000 and below.
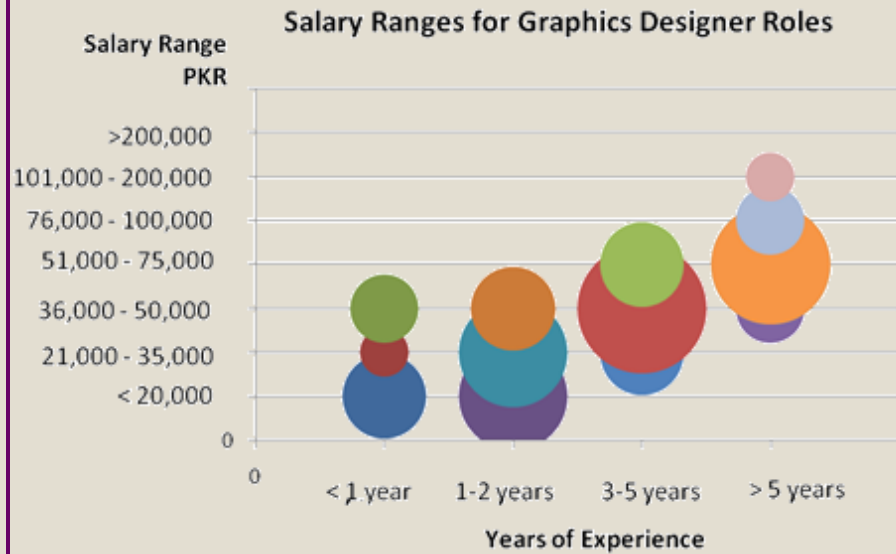

Figure 49: Salary Ranges for Entry-level, Mid-level and Senior-level Graphics Designer Roles

For mid-level employees, with 1-5 years of experience, the salaries range from below PKR 20,000 to PKR 75,000. The most common salary range for mid-level Graphics Designers is PKR 36,000 – PKR 50,000.

For senior level Graphics Designers, the salary ranges span from PKR 36,000 to PKR 200,000 but not exceeding PKR 200,000. The major salary segment is PKR 51,000 – PKR 75,000.

Figure 50 shows another look at the same salary data for Graphics Designer Roles, mapping the percentage of employees at each salary bracket, and color coded by experience levels.
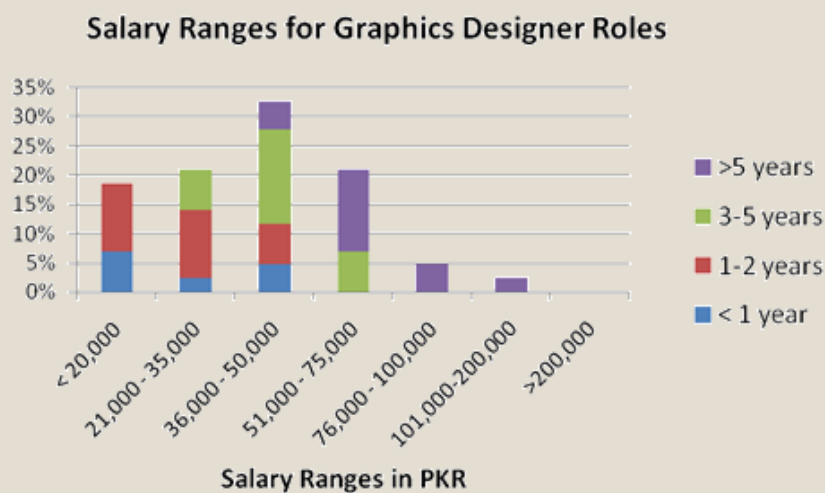

Figure 50: Salary Ranges for Graphics Designer Roles, coded by levels of experience

7.2 Average Salary City-wise

The survey analyses the salary ranges for each role based on the city of the employer. The graph below represents the salary ranges for Graphics Designers for each of the three cities, Karachi, Lahore and Islamabad.

Both Karachi and Lahore have salaries for Graphics Designers starting at PKR 20,000 and below. Lahore Graphics Designer salaries reach the PKR 100,000 – PKR 200,000 salary bracket, where as Karachi salaries are restricted to the PKR 76,000 – PKR 100,000 salary bracket. None of the three cities have salaries for Graphics Designers exceeding PKR 200,000.

	Salary Ranges (PKR)						
City	< 20,000	21,000-35,000	36,000-50,000	51,000-75,000	76,000-100,000	101,000-200,000	>200,000
Karachi	23%	14%	36%	23%	5%	0%	0%
Lahore	21%	29%	29%	14%	0%	7%	0%
Islamabad	0%	25%	0%	50%	25%	0%	0%

Table 16: Salary Ranges for Graphics Designer Roles by City
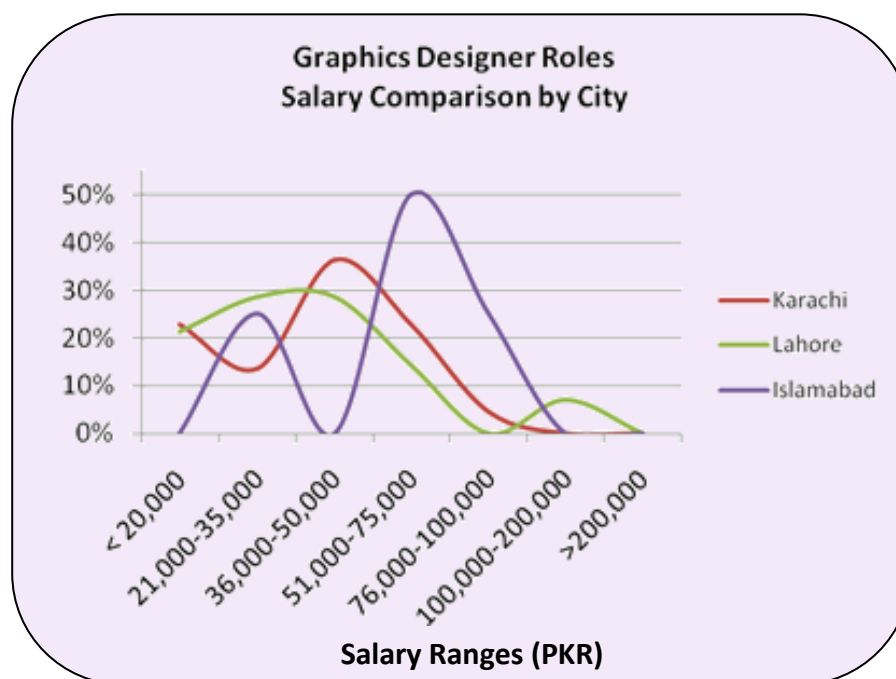

Figure 51: Salary Ranges compared by City of Company

Employee Profile—Graphics Designer

Graphics designer employees were profiled according to the years of experience vs the seniority of their roles. All the entry-level employees and 94% of mid-level employees were individual contributors. At the senior level, Graphics Designers' profiles were equally distributed between individual contributors, team leads and managers, with 8% of the employees securing senior management positions.
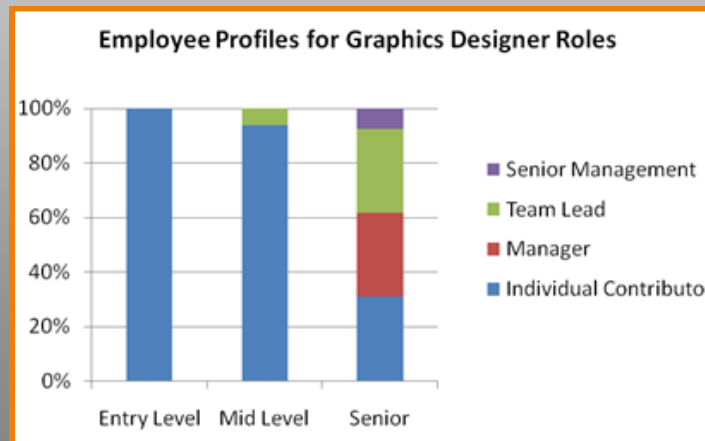

Employee Profiles for Graphics Designer Roles

Figure 52: Employee Profiles for Graphics Designer Roles categorized by seniority levels

7.3 Promotion and Salary Increments

The survey collected data on the average time since the last promotion of the employee within each role, as well as the last salary increment (as a percentage of the employee's base salary).

For the Graphics Designer role, the average rate of promotion was within the last year, except for entry-level employees, 67% of whom had not being promoted since hire.
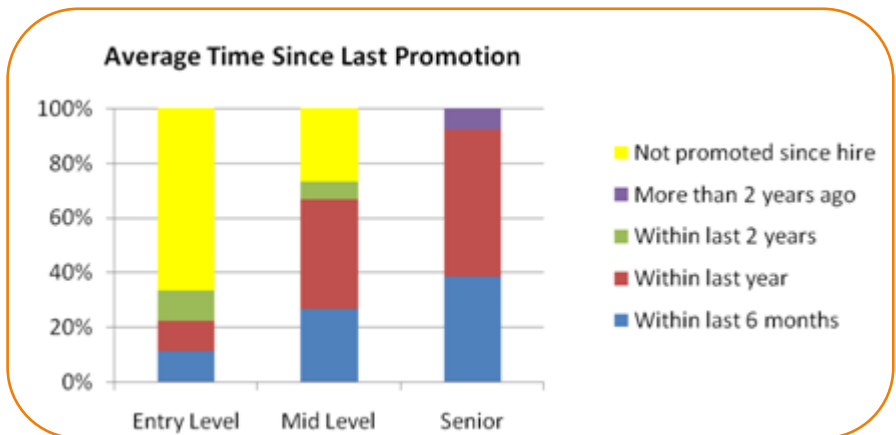

Average Time Since Last Promotion

Figure 53: Average Time Since Last Promotion for Graphics Designer employees

Further, 27% of mid-level employees had also not been promoted since hire. The rate of promotion does seem higher than the industry average for some Graphics Designers: 11% of entry-level, 27% of mid-level employees and 38% of senior level employees had been promoted within the last 6 months.

The average salary increments for each Graphics Designer role are represented in Figure 54 below. The most common salary increment for all employee levels conforms to the industry standard of 6%-15% of the base salary. 25% of mid-level employees and 38% of senior level Graphics Designer employees had received increments which were greater than 15% of their base salaries.
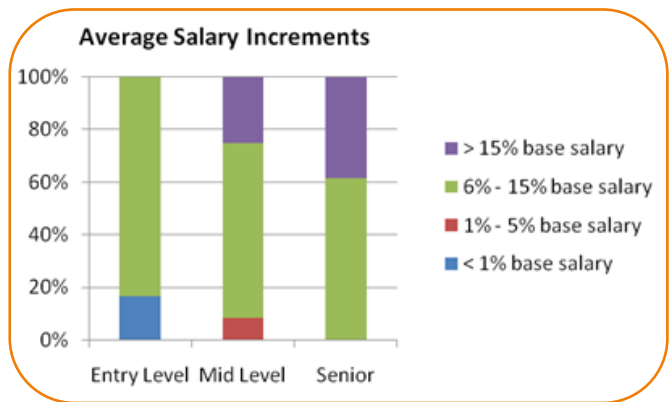

Figure 54: Average Salary Increments as percentage of base salaries

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8. Help Desk Employees

A total of 27 companies reported employing Help Desk employees, with more than 61 employees. 26% of the roles sampled were senior roles (with > 6 years of experience), 33% were mid-level roles (with 4-6 years of experience), and 41% were entry-level roles (1-3 years of experience).
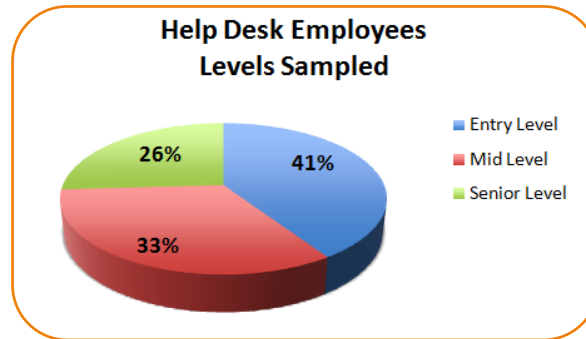

Figure 55: Break-up of different levels within the Help Desk role sampled

8.1 Average Salary vs Experience

The table below represents the average salary ranges for each company role mapped against the average employee experience in the role. The percentages represent the percentage of employees from the total Help Desk roles reported in the survey whose salaries fall within the given salary bracket and experience. For instance, 22% of Help Desk employees had less than 1 year of experience and earned salaries less than PKR 20,000.

Help Desk	Average Salary (PKR)						
Experience	<20,000	21,000 – 35,000	36,000 – 50,000	51,000 – 75,000	76,000 – 100,000	101,000- 200,000	>200,000
< 1 year	22%	0%	0%	0%	0%	0%	0%
1 -2 years	7%	15%	0%	0%	0%	0%	0%
3-5 years	7%	15%	7%	4%	0%	0%	0%
>5 years	0%	0%	7%	7%	4%	4%	0%

Table 17: Help Desk Salaries mapped against Years of Experience in Help Desk Role

The adjacent graph represents the salary ranges reported by the companies surveyed for Help Desk roles, based on the years of experience. For employees with less than 1 year of experience, the only salary range is PKR 20,000 and below.
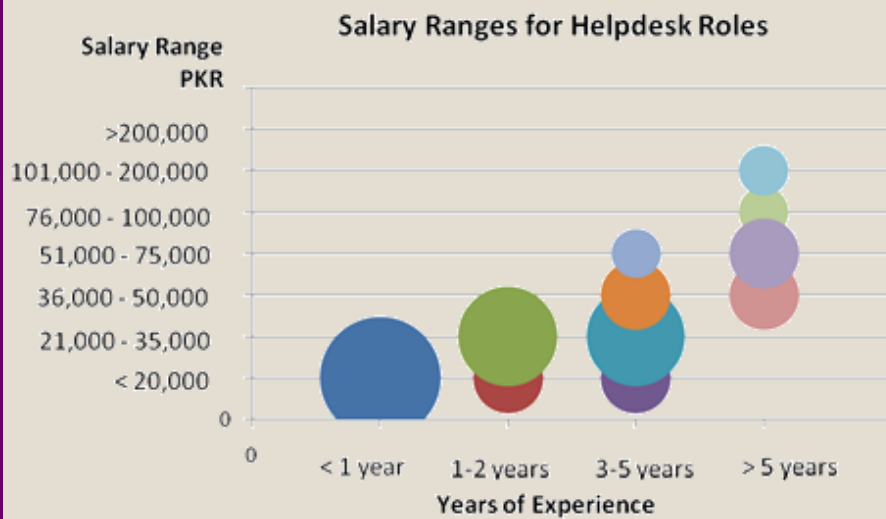
For mid-level employees, with 1-5 years of experience, the salaries range from below PKR 20,000 to PKR 75,000. The most common salary range for mid-level Help Desk employees is PKR 21,000 – PKR 35,000.

Figure 56: Salary Ranges for Entry-level, Mid-level and Senior-level Help Desk Roles

For senior level Help Desk employees, the salary ranges span from PKR 36,000 to PKR 200,000 but not exceeding PKR 200,000. The major salary segments are PKR 36,000 – PKR 50,000 and PKR 51,000 – PKR 75,000.

Figure 57 shows another look at the same salary data for Help Desk Roles, mapping the percentage of employees at each salary bracket, and color coded by experience levels.
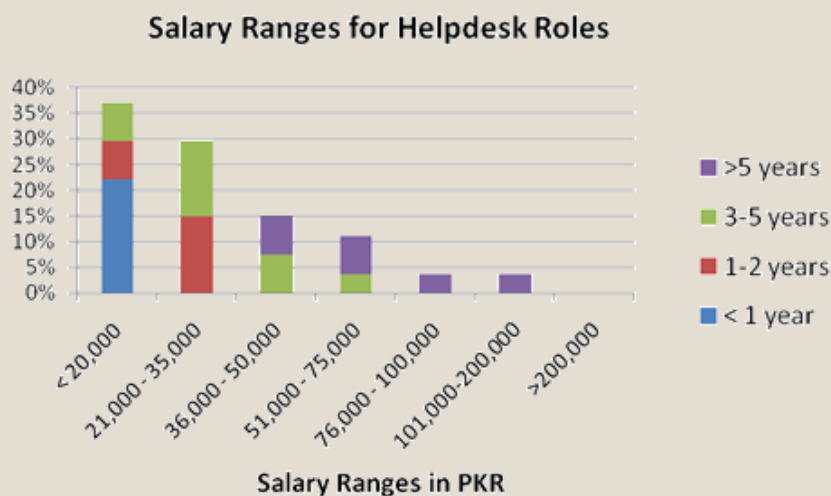

Figure 57: Salary Ranges for Help Desk Roles, coded by levels of experience

8.2 Average Salary City−wise

The survey analyses the salary ranges for each role based on the city of the employer. The graph below represents the salary ranges for Help Desk employees for each of the three cities, Karachi, Lahore and Islamabad.

Both Karachi and Lahore have salaries starting at PKR 20,000 and below. Karachi Help Desk salaries reach the PKR 100,000 – PKR 200,000 salary bracket, where as the maximum salary bracket that Lahore Help Desk employees reach is PKR 21,000 – PKR 35,000.

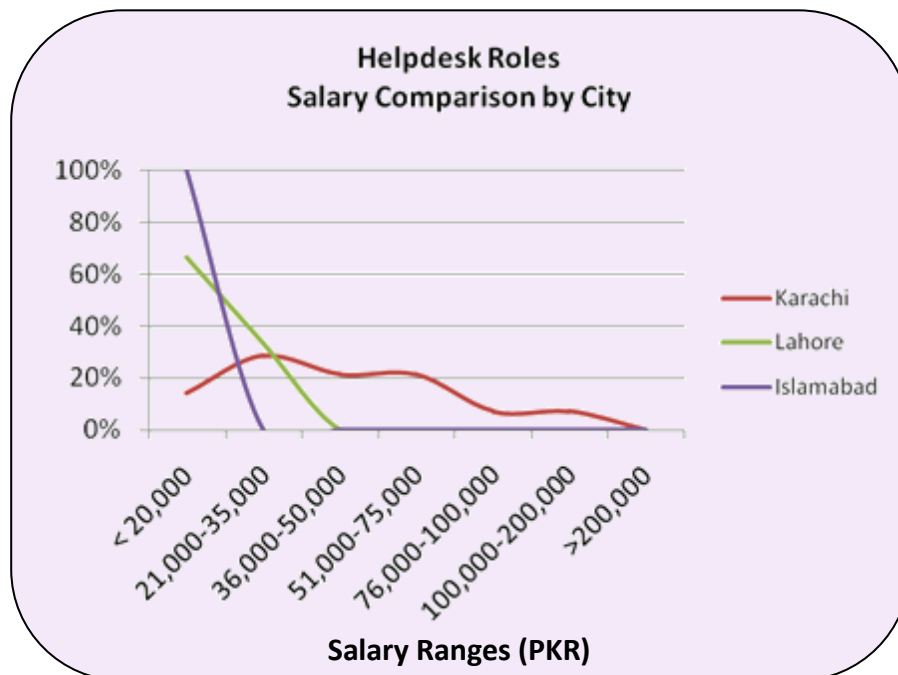|	Salary Ranges (PKR)						
City	< 20,000	21,000-35,000	36,000-50,000	51,000-75,000	76,000-100,000	101,000-200,000	>200,000
Karachi	14%	29%	21%	21%	7%	7%	0%
Lahore	67%	33%	0%	0%	0%	0%	0%
Islamabad	100%	0%	0%	0%	0%	0%	0%

Table 18: Salary Ranges for Help Desk Roles by City

Figure 58: Salary Ranges compared by City of Company

Help Desk employees were profiled according to the years of experience vs the seniority of their roles. All the entry-level employees and 67% of mid-level employees were individual contributors. 33% of mid-level employees were team leads, and 57% of senior level Help Desk employees were managers.
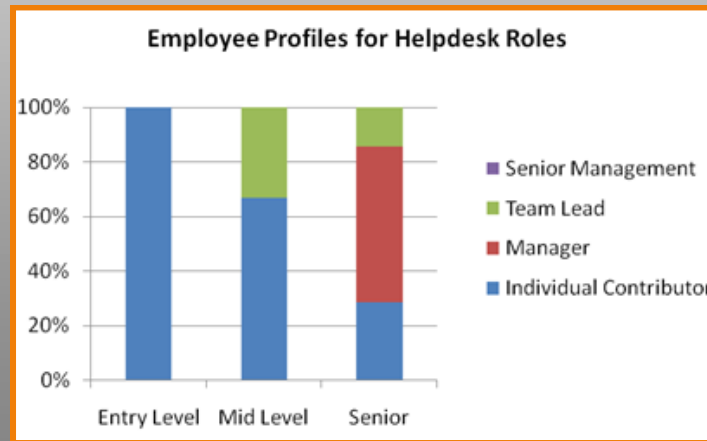

Figure 59: Employee Profiles for Help Desk Roles categorized by seniority levels

8.3 Promotion and Salary Increments

The survey collected data on the average time since the last promotion of the employee within each role, as well as the last salary increment (as a percentage of the employee's base salary).

For the Help Desk role, the average rate of promotion was within the last year. 30% of entry-level employees had not being promoted since hire. The rate of promotion seems higher than the industry average for some Help Desk employees: 20% of entry-level and 22% of mid-level employees had been promoted within the last 6 months.
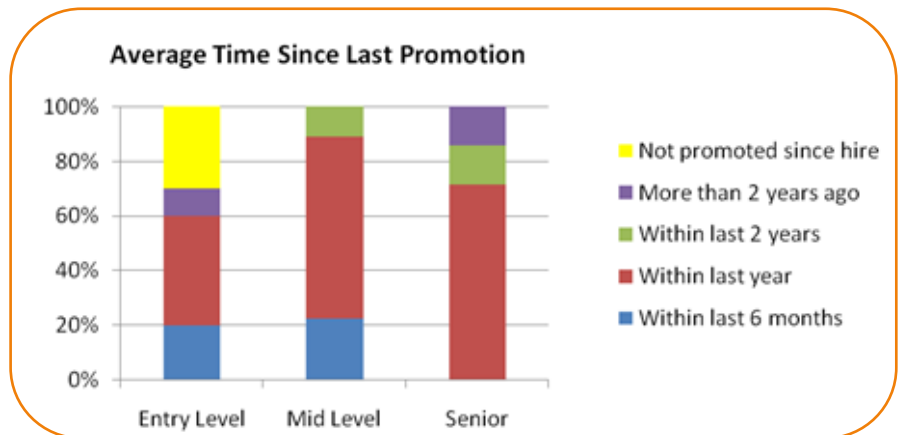

Figure 60: Average Time Since Last Promotion for Help Desk employees

The average salary increments for each Help Desk role are represented in Figure 61 below. The most common salary increment for all employee levels conforms to the industry standard of 6%-15% of the base salary. 13% of entry-level, 33% of mid-level and 39% of senior level Help Desk employees had received increments which were greater than 15% of their base salaries.
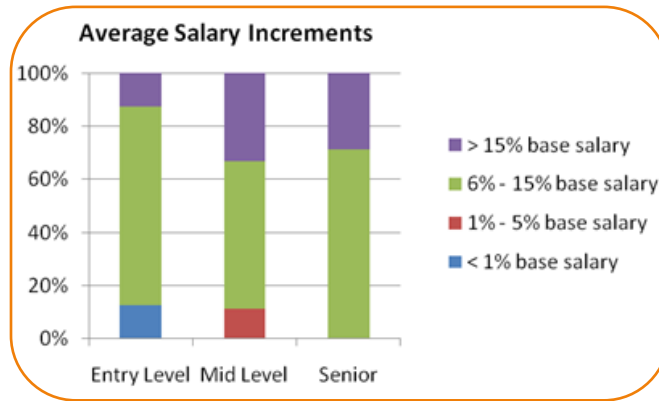

Figure 61: Average Salary Increments as percentage of base salaries

•••

9. HR

A total of 43 companies reported employing HR employees, with more than 64 employees. 30% of the roles sampled were senior roles (with > 6 years of experience), 35% were mid-level roles (with 4-6 years of experience), and 35% were entry-level roles (1-3 years of experience).
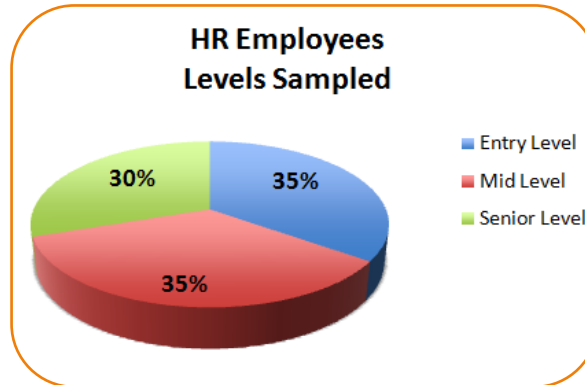

Figure 62: Break-up of different levels within the HR role sampled

9.1 Average Salary vs Experience

The table below represents the average salary ranges for each company role mapped against the average employee experience in the role. The percentages represent the percentage of employees from the total HR roles reported in the survey whose salaries fall within the given salary bracket and experience. For instance, 11% of HR employees had less than 1year of experience and earned salaries less than PKR 20,000.

HR	Average Salary (PKR)						
Experience	<20,000	21,000 – 35,000	36,000 – 50,000	51,000 – 75,000	76,000 – 100,000	101,000- 200,000	>200,000
< 1 year	11%	2%	0%	0%	0%	0%	0%
1-2 years	2%	23%	11%	0%	0%	0%	0%
3-5 years	0%	2%	7%	9%	2%	0%	0%
>5 years	0%	0%	5%	7%	7%	11%	0%

Table 19: HR Salaries mapped against Years of Experience in HR Role

The adjacent graph represents the salary ranges reported by the companies surveyed for HR roles, based on the years of experience. For employees with less than 1 year of experience, the major salary range is PKR 20,000 and below, with 2% of the employees in the PKR 21,000 – PKR 35,000 salary bracket.
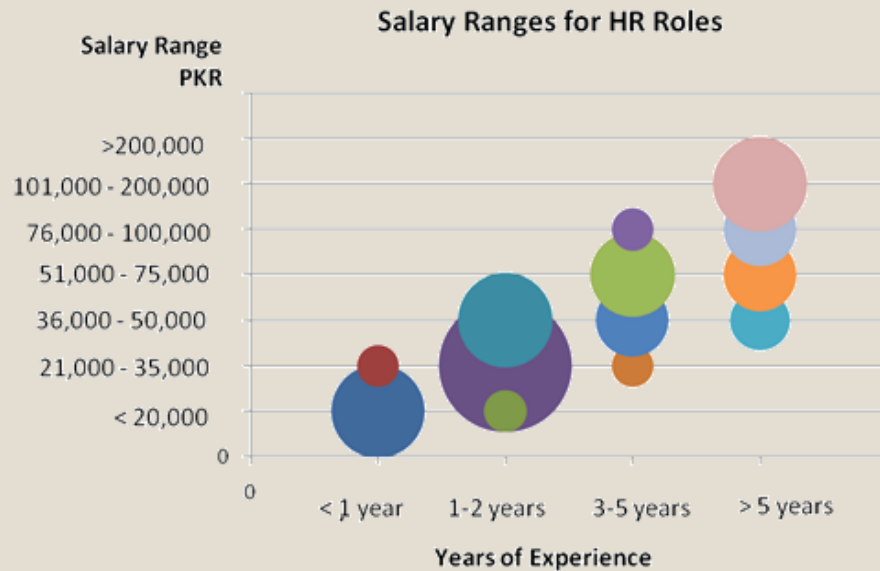
Salary Ranges for HR Roles

Salary Range PKR

>200,000
101,000 - 200,000
76,000 - 100,000
51,000 - 75,000
36,000 - 50,000
21,000 - 35,000
< 20,000
0

0   < 1 year   1-2 years   3-5 years   > 5 years

Years of Experience

Figure 63: Salary Ranges for Entry-level, Mid-level and Senior-level HR Roles

For mid-level employees, with 1-5 years of experience, the salaries range from below PKR 20,000 to PKR 100,000. The most common salary range for mid-level HR employees is PKR 21,000 – PKR 35,000.

For senior level HR employees, the salary ranges span from PKR 36,000 to PKR 200,000 but not exceeding PKR 200,000. The major salary segment is PKR 101,000 – PKR 200,000.

Figure 64 shows another look at the same salary data for HR Roles, mapping the percentage of employees at each salary bracket, and color coded by experience levels.
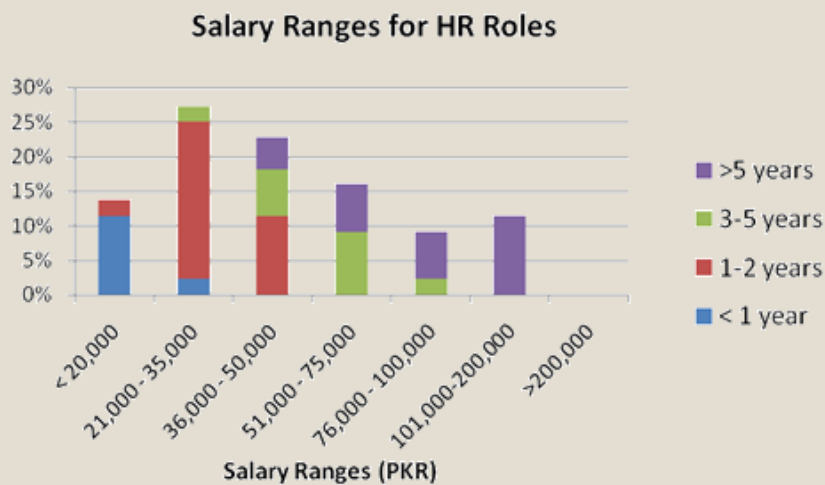
Salary Ranges for HR Roles

30%
25%
20%
15%
10%
5%
0%

< 20,000   21,000 - 35,000   36,000 - 50,000   51,000 - 75,000   76,000 - 100,000   101,000-200,000   >200,000

Salary Ranges (PKR)

■ >5 years
■ 3-5 years
■ 1-2 years
■ < 1 year

Figure 64: Salary Ranges for HR Roles, coded by levels of experience

9.2 Average Salary City-wise

The survey analyses the salary ranges for each role based on the city of the employer. The graph below represents the salary ranges for HR employees for each of the three cities, Karachi, Lahore and Islamabad.

Both Karachi and Lahore have salaries starting at PKR 20,000 and below and continue on similar salary trends for most of the salary brackets. However, Karachi rewards more employees in the higher salary brackets than Lahore: 30% of Karachi HR employees are in the PKR 76,000 – PKR 200,000 salary brackets vs only 7% in Lahore. No HR employees exceed compensation over PKR 200,000.

	Salary Ranges (PKR)						
City	< 20,000	21,000-35,000	36,000-50,000	51,000-75,000	76,000-100,000	101,000-200,000	>200,000
Karachi	7%	26%	22%	15%	11%	19%	0%
Lahore	21%	36%	21%	14%	0%	7%	0%
Islamabad	50%	0%	0%	50%	0%	0%	0%

Table 20: Salary Ranges for HR Roles by City
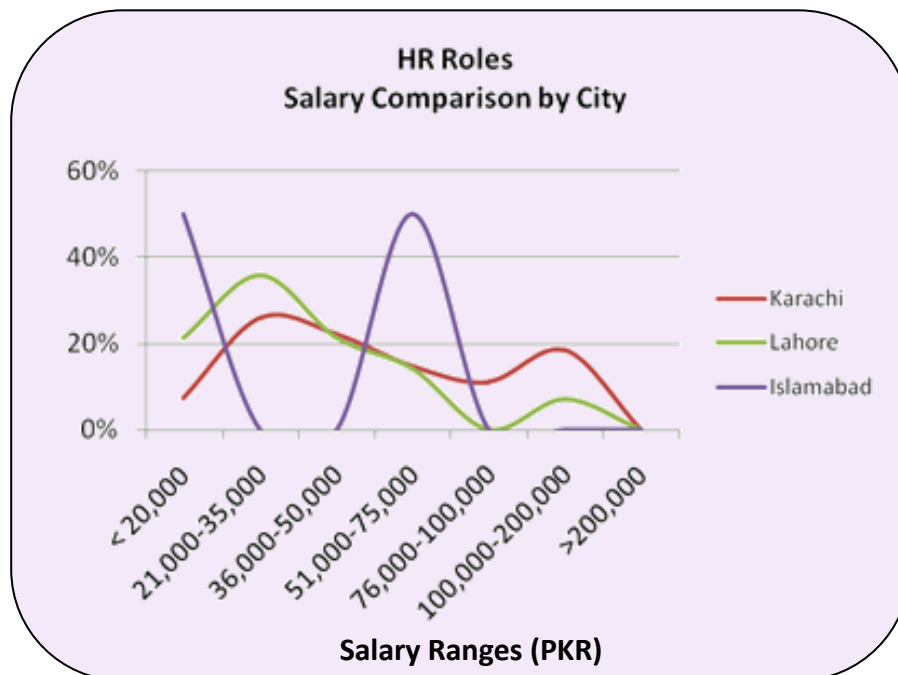
Figure 65: Salary Ranges compared by City of Company

Employee Profile—HR

HR employees were profiled according to the years of experience vs the seniority of their roles. 93% of entry-level employees were individual contributors. By the mid-career level, 53% of the employees had reached managerial positions and 13% had progressed onto team leads. At seniority, 62% HR managers had reached senior management positions in their companies.
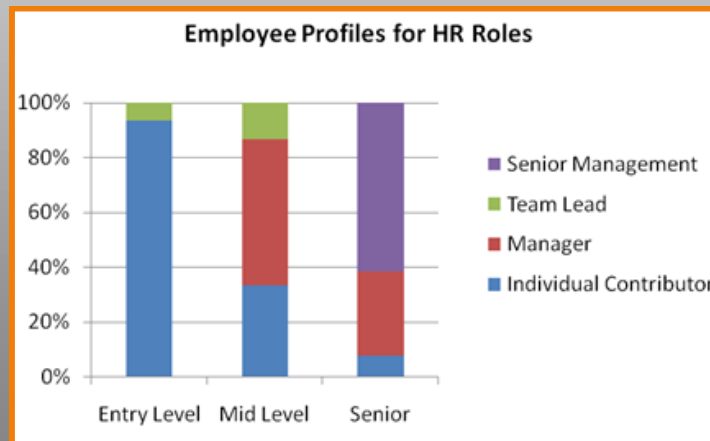

Figure 66: Employee Profiles for HR Roles categorized by seniority levels

9.3 Promotion and Salary Increments

The survey collected data on the average time since the last promotion of the employee within each role, as well as the last salary increment (as a percentage of the employee's base salary).

For the HR role, the average rate of promotion was within the last year. 29% of entry level and 19% of mid-level employees had not being promoted since hire. The rate of promotion stagnates for senior level employees: 54% had been promoted two years ago or more, and 8% had not been promoted since hire.
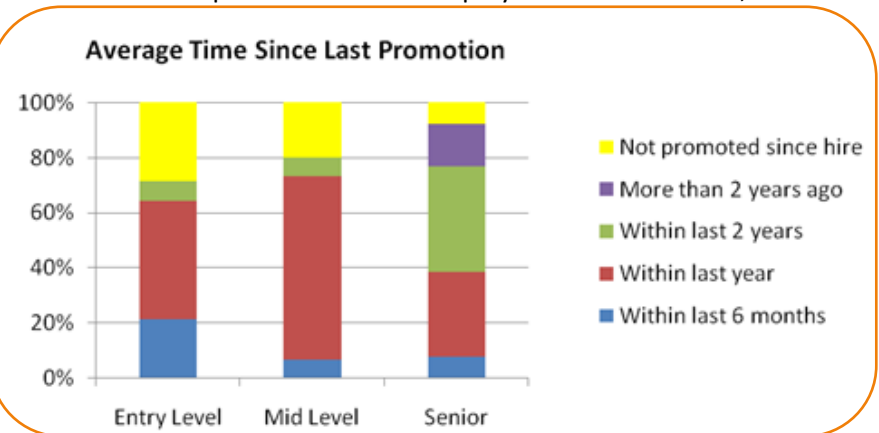

Figure 67: Average Time Since Last Promotion for HR employees

The average salary increments for each HR role are represented in Figure 68 below. The most common salary increment for all employee levels conforms to the industry standard of 6%-15% of the base salary. 9% of entry-level, 29% of mid-level and 31% of senior HR employees had received increments which were greater than 15% of their base salaries.
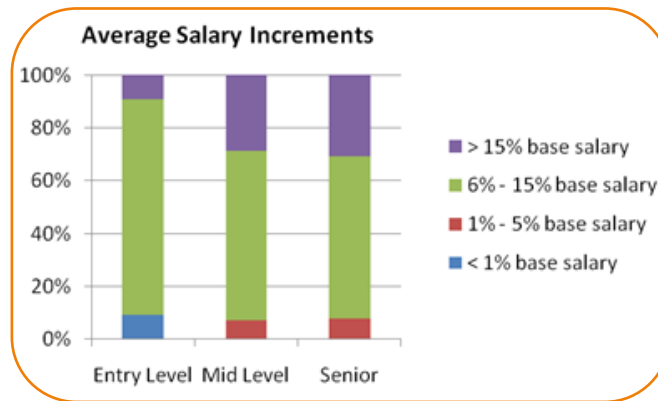

Figure 68: Average Salary Increments as percentage of base salaries

10. IT Management (CEO, CIO, CTO, VP)

A total of 24 companies reported IT management roles, with more than 32 employees currently employed. No level of seniority was reported as all the employees in the IT management of the companies were expected to be senior level employees such as CEOs, CIOs, CTOs and VPs.

10.1 Average Salary vs Experience

The table below represents the average salary ranges for each company role mapped against the average employee experience in the role. The percentages represent the percentage of employees from the total IT Management roles reported in the survey whose salaries fall within the given salary bracket and experience. For instance, 42% of IT Management employees had salaries greater than PKR 200,000.

IT Management	Average Salary (PKR)			
Experience	51,000 – 75,000	76,000 – 100,000	101,000-200,000	>200,000
< 1 year	0%	0%	0%	0%
1 -2 years	0%	0%	4%	0%
3-5 years	4%	0%	4%	0%
>5 years	4%	0%	42%	42%

Table 21: IT Management salaries mapped against Years of Experience

IT Management salaries were primarily in the PKR 101,000 – PKR 200,000 and PKR 200,000 and above categories. Small percentages of less experienced employees (with 1-5 years of experience) had salaries in the PKR 51,000 – PKR 75,000 ranges.
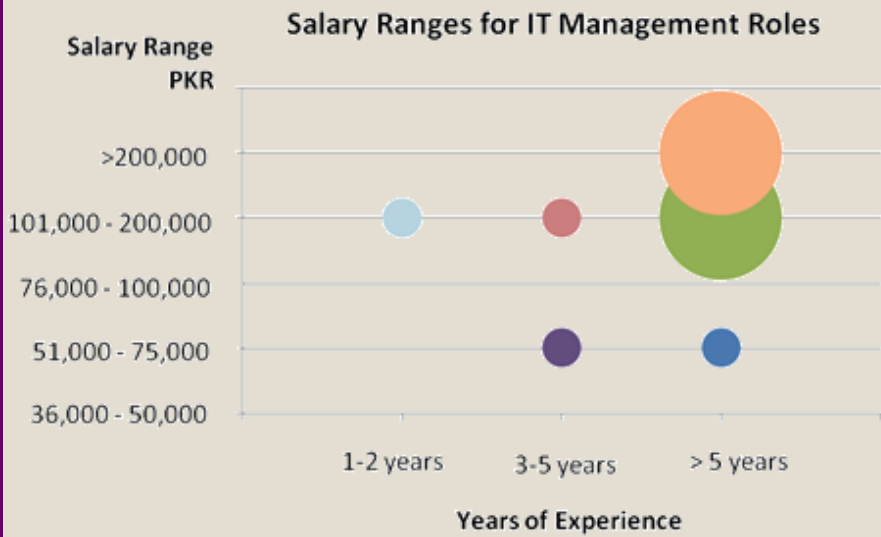

Figure 69: Salary Ranges for IT Management Roles

Figure 70 shows another look at the same salary data for IT Management Roles, mapping the percentage of employees at each salary bracket, and color coded by experience levels. From the graph, it becomes clear that a majority of IT management employees have greater than 5 years of experience and earn in the PKR 101,000 – PKR 200,000 and above salary brackets.
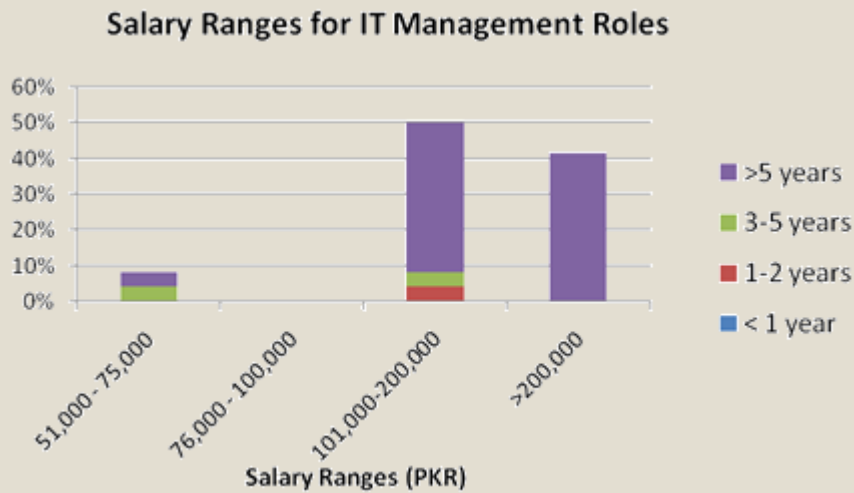
Figure 70: Salary Ranges for IT Management Roles, coded by levels of experience

10.2 Average Salary City-wise

The survey analyses the salary ranges for each role based on the city of the employer. The graph below represents the salary ranges for IT Management for each of the three cities, Karachi, Lahore and Islamabad.

Karachi salaries for IT Management start lower, at PKR 51,000, vs Lahore for which the lowest salary bracket is PKR 100,000 – PKR 200,000. However Lahore salaries do not exceed PKR 200,000 where as both Karachi and Islamabad compensate their IT management in brackets higher than PKR 200,000 as well.

	Salary Ranges (PKR)			
City	51,000-75,000	76,000-100,000	101,000-200,000	>200,000
Karachi	15%	0%	23%	62%
Lahore	0%	0%	100%	0%
Islamabad	0%	0%	67%	33%

Table 22: Salary Ranges for IT Management Roles by City
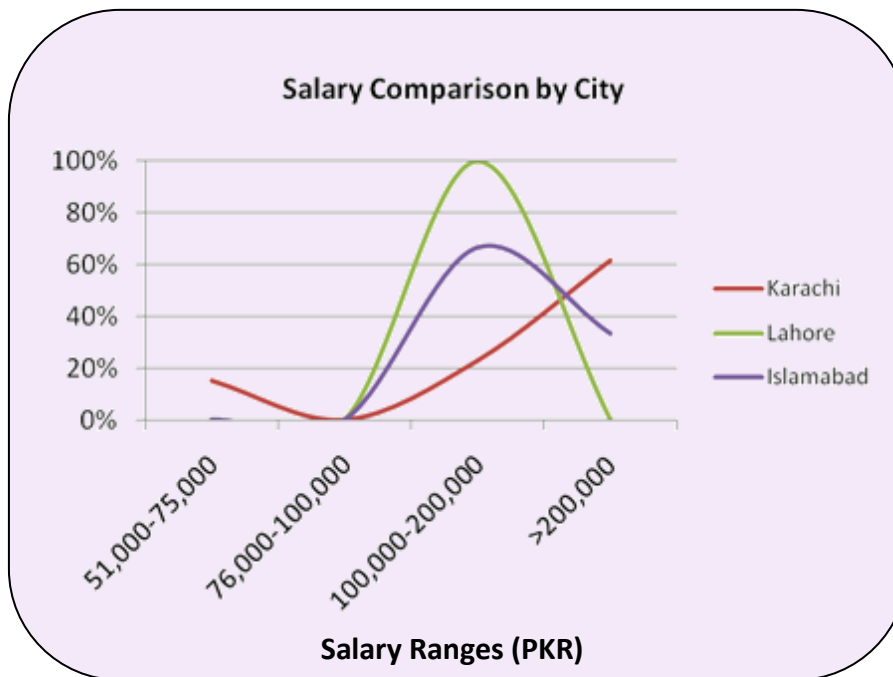
Figure 71: Salary Ranges compared by City of Company

*There is no Profile section as IT Management is senior management by default and cannot be classified into any other role in the company

10.3 Promotion and Salary Increments

The survey collected data on the average time since the last promotion of the IT management employee.

33% of IT management employees had been promoted within the last year. However, 25% had not been promoted since hire.
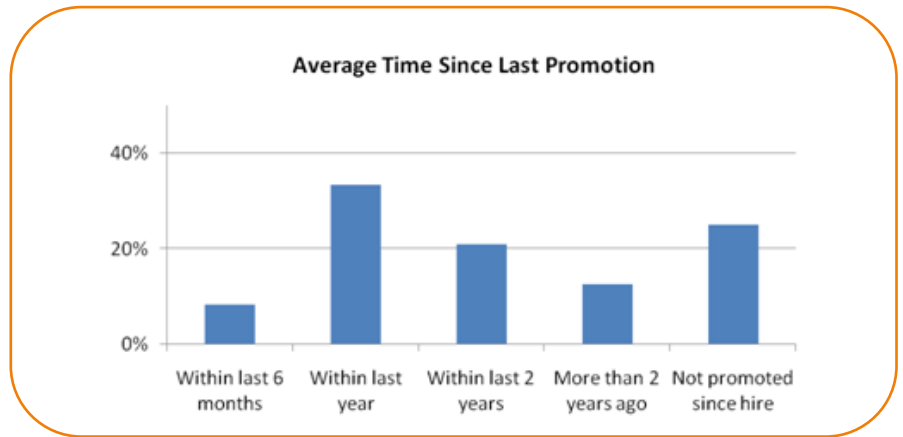
Average Time Since Last Promotion

Figure 72: Average Time Since Last Promotion for IT Management employees

Average Salary Increments

The average salary increments for IT Management roles are represented in Figure 73. The most common salary increment for all employee levels conforms to the industry standard of 6%-15% of the base salary. However, 41% also receive increments which are greater than 15% of their base salaries.

Figure 73: Average Salary Increments as percentage of base salaries

11. Programmer

A total of 76 companies reported employing Programmers, with more than 304 employees. 33% of the roles sampled were senior roles (with > 6 years of experience), 38% were mid-level roles (with 4-6 years of experience), and 29% were entry-level roles (1-3 years of experience).
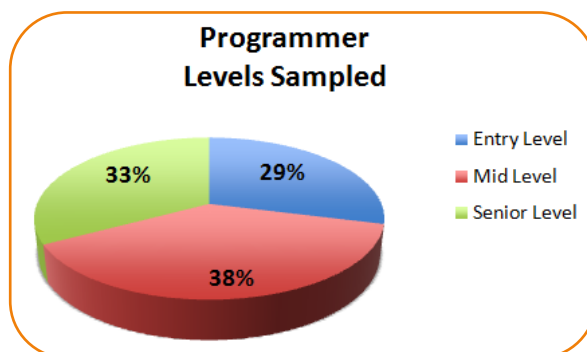

Figure 74: Break-up of different levels within the Programmer role sampled

11.1 Average Salary vs Experience

The table below represents the average salary ranges for each company role mapped against the average employee experience in the role. The percentages represent the percentage of employees from the total Programmer roles reported in the survey whose salaries fall within the given salary bracket and experience. For instance, 7% of Programmers had less than 1year of experience and earned salaries less than PKR 20,000.

Programmer	Average Salary (PKR)						
Experience	<20,000	21,000 – 35,000	36,000 – 50,000	51,000 – 75,000	76,000 – 100,000	101,000- 200,000	>200,000
< 1 year	7%	5%	4%	0%	0%	0%	0%
1-2 years	0%	7%	12%	0%	0%	0%	0%
3-5 years	0%	5%	4%	18%	8%	1%	0%
>5 years	0%	0%	1%	4%	13%	9%	1%

Table 23: Programmer Salaries mapped against Years of Experience in Programmer Role

The adjacent graph represents the salary ranges reported by the companies surveyed for the Programmer roles, based on the years of experience.

For employees with less than 1 year of experience, the salaries range from below PKR 20,000 to PKR 50,000. The major salary range is below PKR 20,000.

For mid-level employees, with 1-5 years of experience, the salaries

Figure 75: Salary Ranges for Entry-level, Mid-level and Senior-level Programmers

range from PKR 21,000 to PKR 200,000. The most common salary range for a mid-level Programmer is PKR 51,000 – PKR 75,000.

For senior level Programmers, the salary ranges span from PKR 36,000 to PKR 200,000 and above. The major salary segment is PKR 76,000 – PKR 100,000.

Figure 76 shows another look at the same salary data for Programmers, mapping the percentage of employees at each salary bracket, and color coded by experience levels.
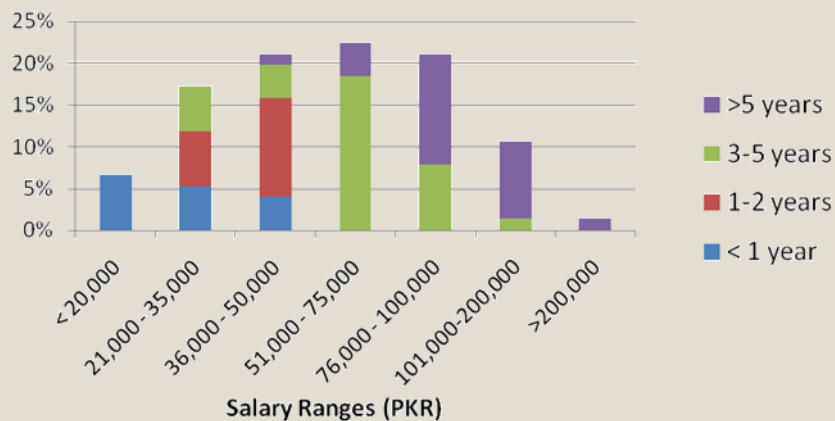
Figure 76: Salary Ranges for Programmer Roles, coded by levels of experience

11.2 Average Salary City-wise

The survey analyses the salary ranges for each role based on the city of the employer. The graph below represents the salary ranges for Programmer employees for each of the three cities, Karachi, Lahore and Islamabad.

Both Karachi and Lahore have salaries starting at PKR 20,000 and below and continue on similar salary trends for most of the salary brackets. However, Karachi rewards more employees in the higher salary brackets than Lahore: 16% of Karachi Programmer employees are in the PKR 100,000 – PKR 200,000 and above brackets vs only 5% in Lahore. Only programmers in Karachi (2%) earned in the PKR 200,000 and above salary bracket.

City	Salary Ranges (PKR)						
	< 20,000	21,000-35,000	36,000-50,000	51,000-75,000	76,000-100,000	101,000-200,000	>200,000
Karachi	6%	16%	24%	22%	14%	14%	2%
Lahore	5%	21%	16%	37%	16%	5%	0%
Islamabad	13%	0%	25%	25%	38%	0%	0%

Table 24: Salary Ranges for Programmer Roles by City
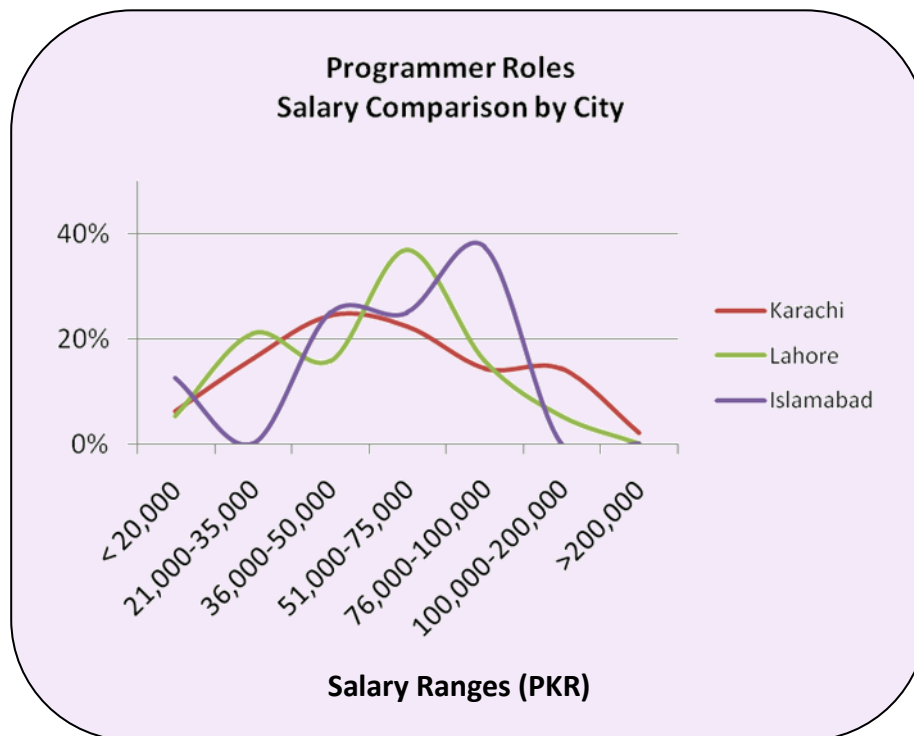

Figure 77: Salary Ranges compared by City of Company

Programmers were profiled according to the years of experience vs the seniority of their roles. All the entry-level and 70% of mid-level programmers were individual contributors. 30% of mid-level and 40% of senior programmers were team leads. 8% of senior programmers were also part of the senior management of their companies.
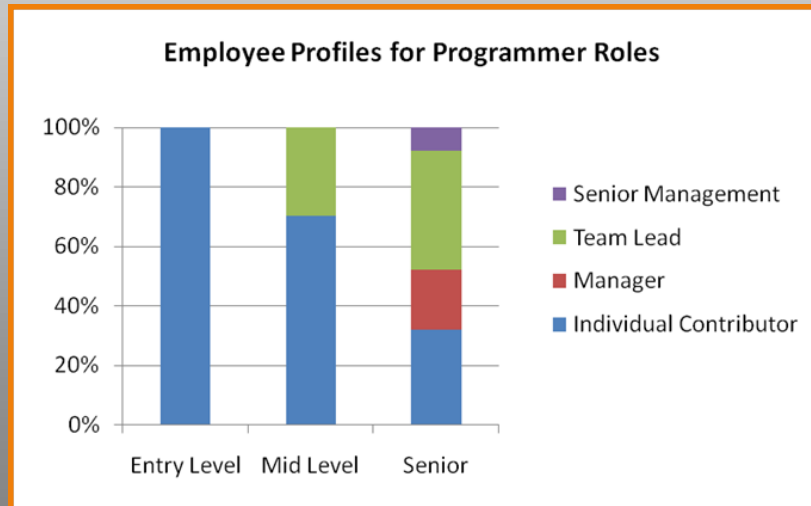

Figure 78: Employee Profiles for Programmer Roles categorized by seniority levels

11.3 Promotion and Salary Increments

The survey collected data on the average time since the last promotion of the employee within each role, as well as the last salary increment (as a percentage of the employee's base salary).

For the Programmer role, the average rate of promotion was within the last year, other than for entry-level employees, where 43% of the employees had not being promoted since hire. 21% of entry level, 23% of mid-level and 21% senior Programmers had also been promoted within the last 6 months.
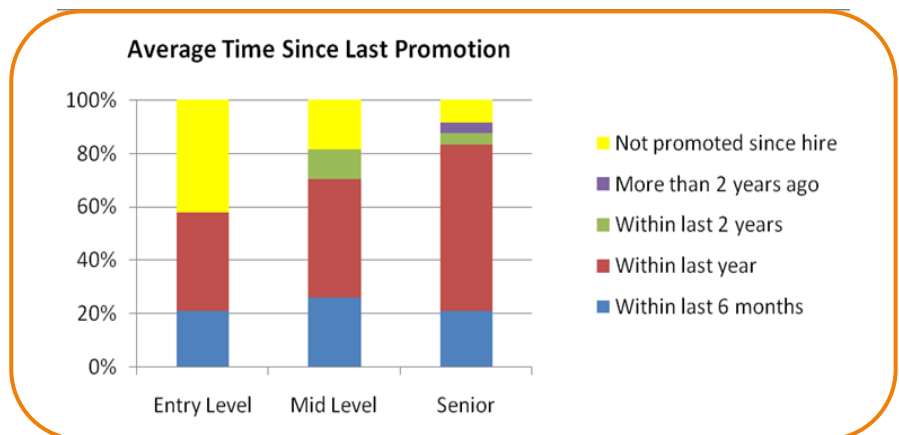
Figure 79: Average Time Since Last Promotion for Programmer employees

The average salary increments for each Programmer role are represented in Figure 80 below.

There are two most common salary increments: one is the industry average of 6% - 15% of base salary. However, a large number of programmers at every level in their careers receive increments which are greater than 15% of their salaries: 53% of entry level employees enjoyed this benefit, along with 50% of mid-level employees and 43% of senior level employees.
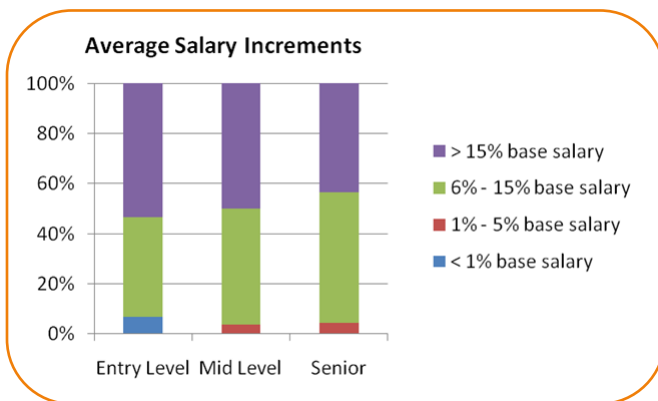

Figure 80: Average Salary Increments as percentage of base salaries

12. Project Manager

A total of 40 companies reported employing Project Managers, with more than 75 employees. 50% of the roles sampled were senior roles (with > 6 years of experience), 33% were mid-level roles (with 4-6 years of experience), and 18% were entry-level roles (1-3 years of experience).
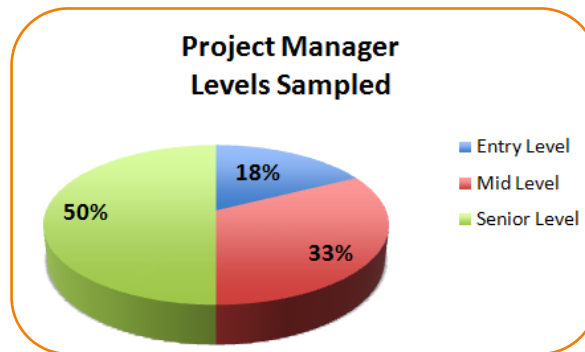

Figure 81: Break-up of different levels within the Project Manager role sampled

12.1 Average Salary vs Experience

The table below represents the average salary ranges for each company role mapped against the average employee experience in the role. The percentages represent the percentage of employees from the total Project Manager roles reported in the survey whose salaries fall within the given salary bracket and experience. For instance, 3% of Project Managers had less than 1 year of experience and earned salaries less than PKR 20,000.

Project Manager	Average Salary (PKR)						
Experience	<20,000	21,000 – 35,000	36,000 – 50,000	51,000 – 75,000	76,000 – 100,000	101,000- 200,000	>200,000
< 1 year	3%	3%	3%	0%	0%	0%	0%
1 -2 years	0%	0%	5%	8%	0%	3%	0%
3-5 years	0%	0%	3%	3%	13%	3%	0%
>5 years	0%	0%	0%	0%	15%	33%	10%

Table 25: Project Manager Salaries mapped against Years of Experience in Project Manager Role

The adjacent graph represents the salary ranges reported by the companies surveyed for Project Manager roles, based on the years of experience. For employees with less than 1 year of experience, the salaries range from below PKR 20,000 to PKR 50,000, each range representing only 3% of the employees.

For mid-level employees, with 1-5 years of experience, the salaries range from PKR 36,000 to PKR 200,000. The most common salary range for a mid-level Project Manager is PKR 76,000 – PKR 100,000.

For senior level Project Managers, the salary ranges from PKR 76,000 to PKR 200,000 and above. The major salary segment is PKR 101,000 – PKR 200,000.

Figure 83 shows another look at the same salary data for Project Managers, mapping the percentage of employees at each salary bracket, and color coded by experience levels.
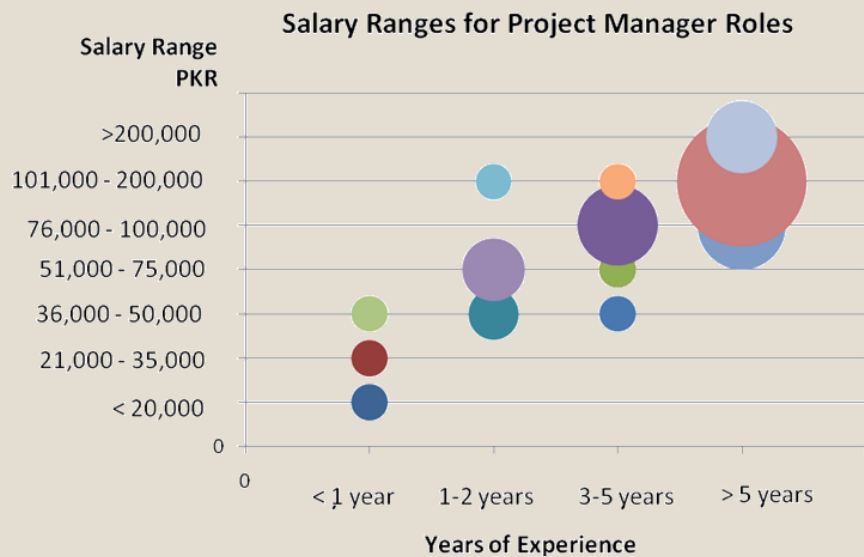
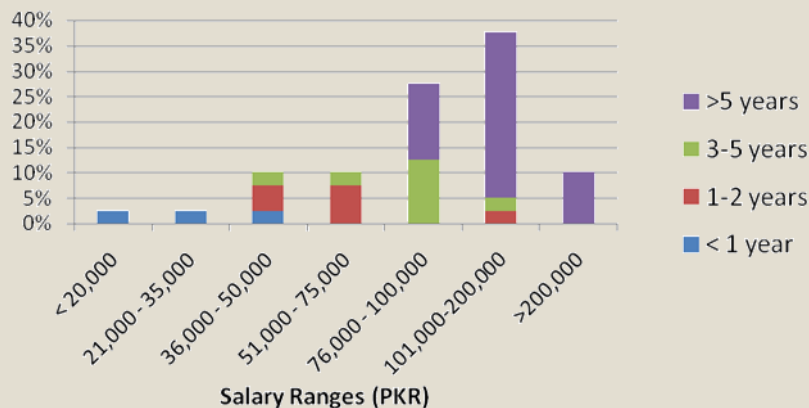Figure 82: Salary Ranges for Entry-level, Mid-level and Senior-level Project Managers

Figure 83: Salary Ranges for Project Manager Roles, coded by levels of experience

12.2 Average Salary City-wise

The survey analyses the salary ranges for each role based on the city of the employer. The graph below represents the salary ranges for Project Manager employees for each of the three cities, Karachi, Lahore and Islamabad.

Lahore salaries start at PKR 20,000 and below, where as Karachi salaries for Project Managers start at PKR 36,000 – PKR 50,000. All three cities compensate their Project Managers till the PKR 200,000 and above salary brackets. Karachi salaries are concentrated more in the higher brackets – as 35% of the employees earn within the PKR 76,000 – PKR 100,000 salary bracket and 43% of the employees earn in the PKR 100,000 – PKR 200,000 bracket. However, Lahore salaries for Project Managers are more evenly spread out throughout the varying salary ranges, with 63% of the Lahore employees earning in the PKR 51,000 – PKR 200,000 salary range.

City	Salary Ranges (PKR)						
	< 20,000	21,000-35,000	36,000-50,000	51,000-75,000	76,000-100,000	101,000-200,000	>200,000
Karachi	0%	0%	9%	4%	35%	43%	9%
Lahore	7%	7%	14%	21%	21%	21%	7%
Islamabad	0%	0%	0%	0%	0%	67%	33%

Table 26: Salary Ranges for Project Manager Roles by City
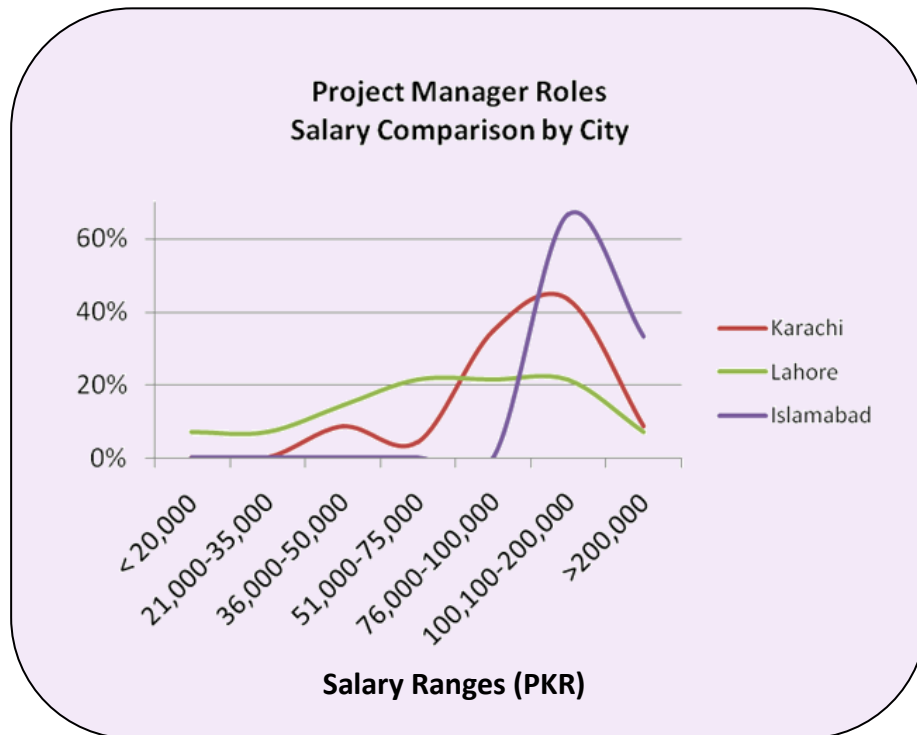
Figure 84: Salary Ranges compared by City of Company

12.3 Promotion and Salary Increments

The survey collected data on the average time since the last promotion of the Project Manager employee.

For the Project Manager role, the average rate of promotion was within the last year, other than for entry-level employees, where 71% of the employees had been promoted within the last 6 months. 31% of mid-level and 21% of senior Project Managers had also been promoted within the last 6 months.
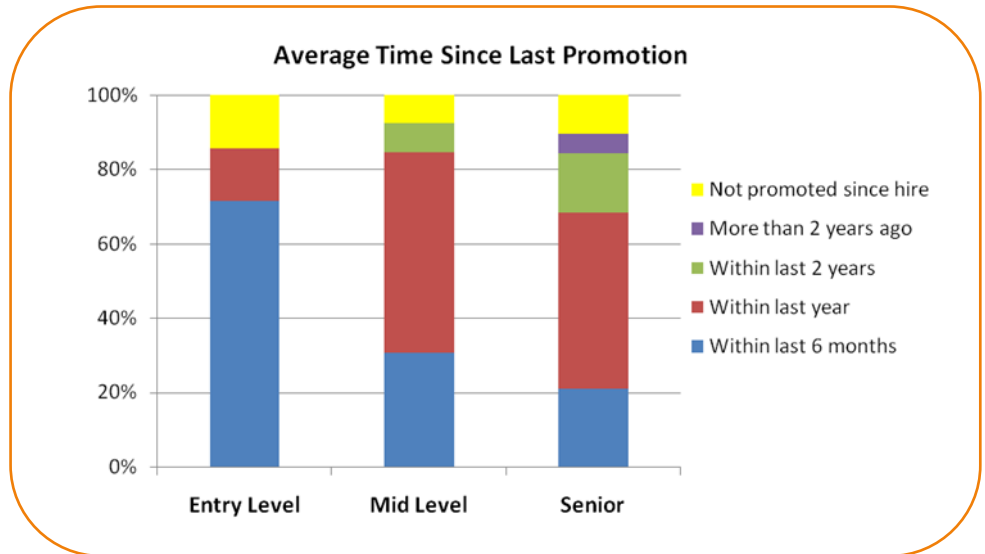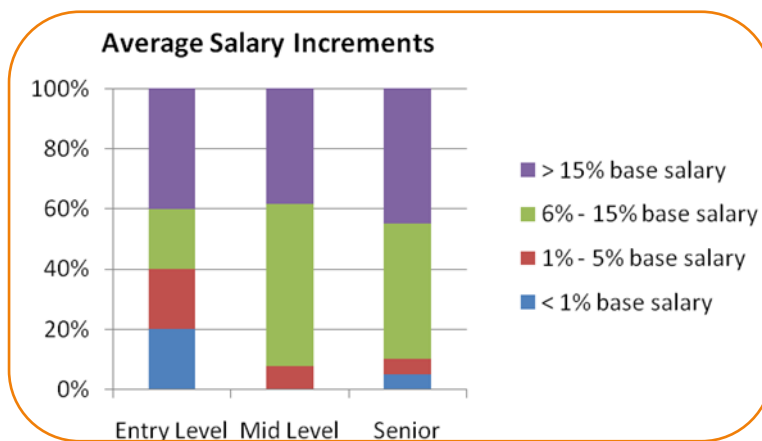

Figure 85: Average Time Since Last Promotion for Project Manager employees

The average salary increments for each Project Manager role are represented in Figure 86 below.

There are two most common salary increments: one is the industry average of 6% - 15% of base salary, and the second is an increment greater than 15% of salaries.

Figure 86: Average Salary Increments as percentage of base salaries

13. Quality Assurance Manager

A total of 56 companies reported employing Quality Assurance (QA) Managers, with more than 156 employees. 30% of the roles sampled were senior roles (with > 6 years of experience), 36% were mid-level roles (with 4-6 years of experience), and 34% of the roles were entry-level (1-3 years of experience).
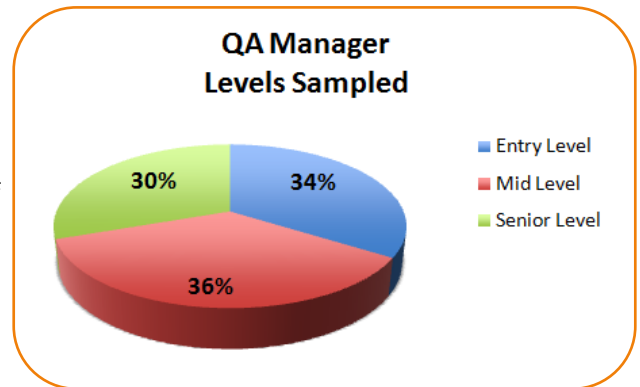

Figure 87: Break-up of different levels within the QA role sampled

13.1 Average Salary vs Experience

The table below represents the average salary ranges for each company role mapped against the average employee experience in the role. The percentages represent the percentage of employees from the total QA roles reported in the survey whose salaries fall within the given salary bracket and experience. For instance, 5% of QA Managers had less than 1 year of experience and earned less than PKR 20,000.

QA	Average Salary (PKR)						
Experience	<20,000	21,000 – 35,000	36,000 – 50,000	51,000 – 75,000	76,000 – 100,000	101,000 – 200,000	>200,000
< 1 year	5%	13%	0%	0%	0%	0%	0%
1 -2 years	7%	11%	16%	2%	0%	0%	0%
3-5 years	0%	2%	7%	13%	2%	0%	0%
>5 years	0%	0%	0%	5%	15%	2%	0%

Table 27: QA Salaries mapped against Years of Experience in QA Role

The adjacent graph represents the salary ranges reported by the companies surveyed for QA roles, based on the years of experience. For employees with less than 1 year of experience, the salaries range from below PKR 20,000 to PKR 35,000, with the major salary range being PKR 21,000 – PKR 35,000.

For mid-level employees, with 1-5 years of experience, the salaries range from below PKR 20,000 to PKR 100,000. The most common salary range for a mid-level QA Manager is PKR 36,000 – PKR 50,000.

For senior level QA Managers, the salary ranges from PKR 51,000 to PKR 200,000 but not exceeding PKR 200,000. The major salary segment is PKR 76,000 – PKR 100,000.

Figure 90 shows another look at the same salary data for QA Managers, mapping the percentage of employees at each salary bracket, and color coded by experience levels.
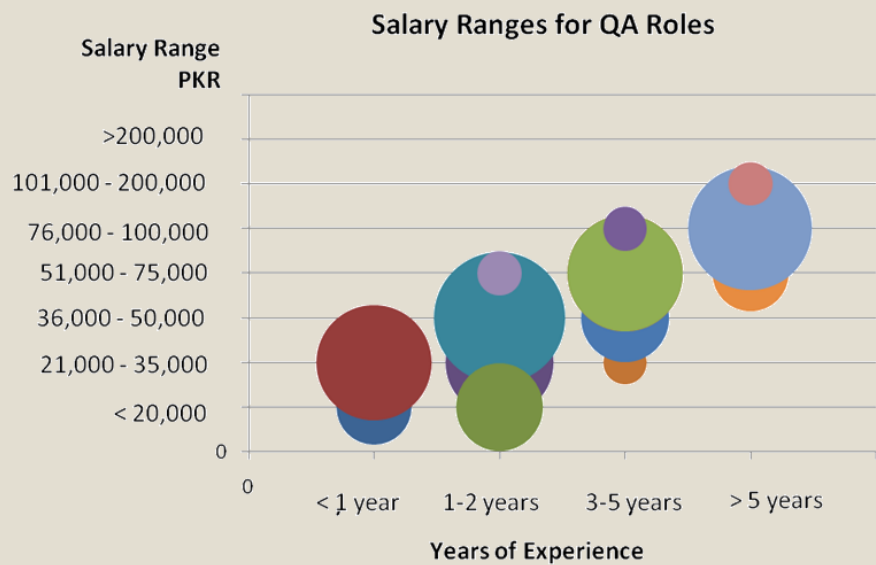
Salary Ranges for QA Roles

Figure 88: Salary Ranges for Entry-level, Mid-level and Senior-level QA Roles
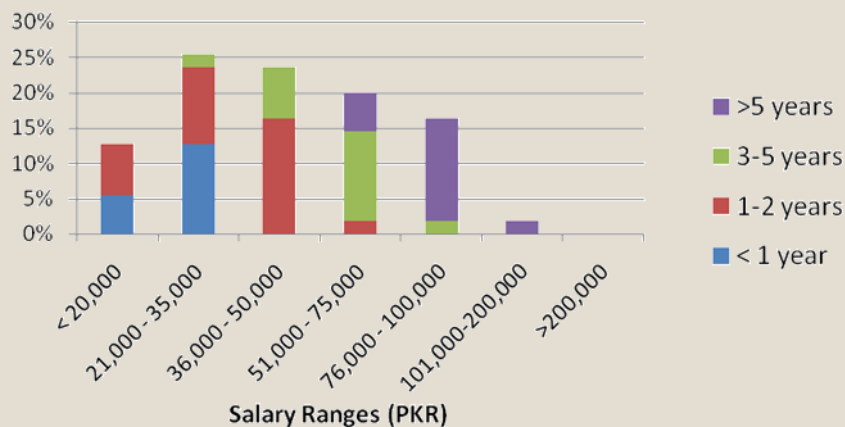
Salary Ranges for QA Roles

Figure 89: Salary Ranges for QA Roles, coded by levels of experience

13.2 Average Salary City-wise

The survey analyses the salary ranges for each role based on the city of the employer. The graph below represents the salary ranges for QA employees for each of the three cities, Karachi, Lahore and Islamabad.

Both Karachi and Lahore have starting salaries at PKR 20,000 and below. Karachi salaries reach the PKR 101,000 – PKR 200,000 salary bracket for QA employees. However, Lahore QA managers have maximum compensation up till PKR 100,000 but not above. Islamabad QA managers mainly earn in the PKR 36,000 – PKR 50,000 bracket.

City	Salary Ranges (PKR)						
	< 20,000	21,000-35,000	36,000-50,000	51,000-75,000	76,000-100,000	101,000-200,000	>200,000
Karachi	11%	23%	26%	14%	20%	6%	0%
Lahore	18%	35%	12%	29%	6%	0%	0%
Islamabad	0%	0%	50%	25%	25%	0%	0%

Table 28: Salary Ranges for QA Roles by City
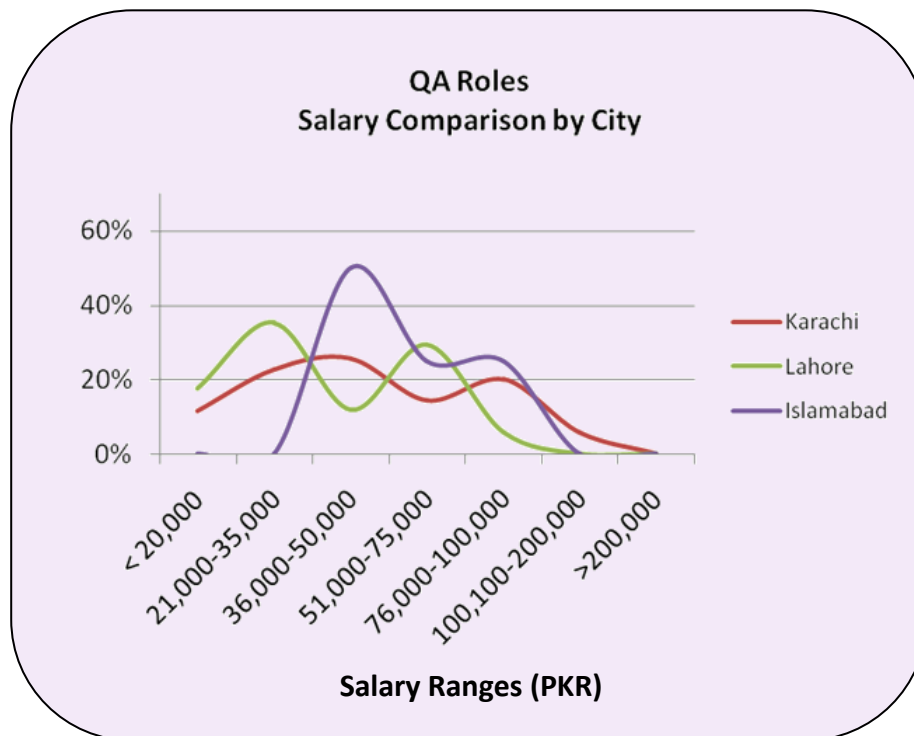

Figure 90: Salary Ranges compared by City of Company

QA employees were profiled according to the years of experience vs the seniority of their roles. A majority of the entry-level and mid-level QA employees were individual contributors. At the mid-career level, 14% of QA employees were team leads, which increases to 50% of senior employees assigned as team leads. 53% of senior employees were also assigned managerial positions.
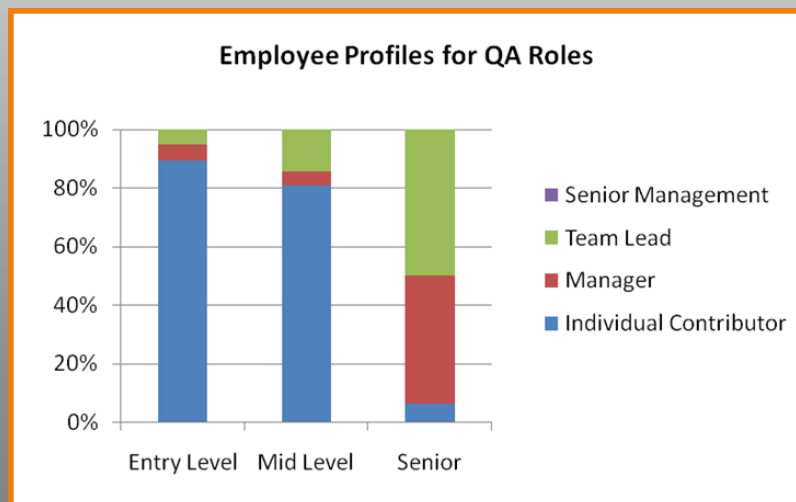

Figure 91: Employee Profiles for QA Roles categorized by seniority levels

13.3 Promotion and Salary Increments

The survey collected data on the average time since the last promotion of the QA employee.

For the QA role, the average rate of promotion was within the last year. A healthy chunk of QA employees: 24% of entry level and 20% of mid and senior level employees had received increments greater than 15% of their salaries. However, 18% of entry-level and 15% of mid-level employees had not received a promotion since they were hired.
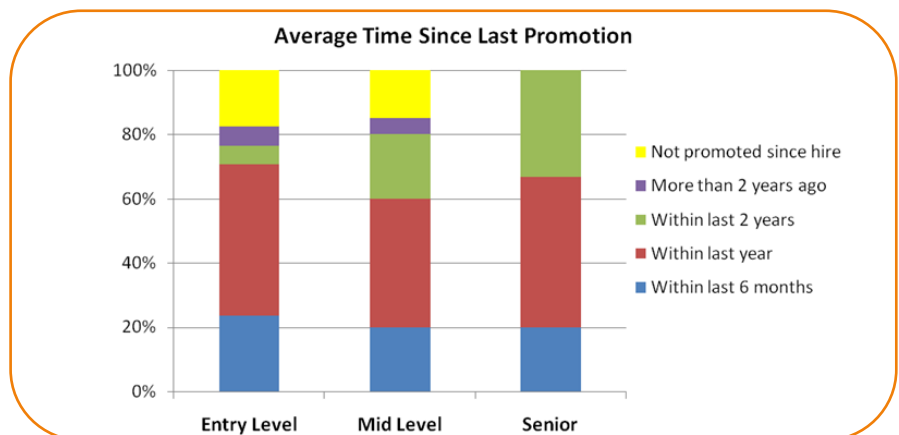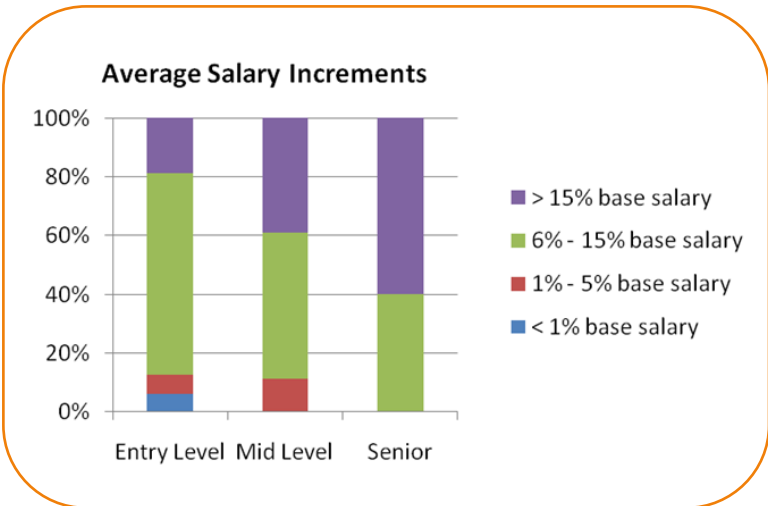

Figure 92: Average Time Since Last Promotion for QA employees

The average salary increments for each QA Manager role are represented in Figure 93 below.

Average Salary Increments

There are two most common salary increments: one is the industry average of 6% - 15% of base salary, and the second is an increment greater than 15% of salaries.

- > 15% base salary
- 6% - 15% base salary
- 1% - 5% base salary
- < 1% base salary

Figure 93: Average Salary Increments as percentage of base salaries

14. Systems Administrator

A total of 31 companies reported employing Systems Administrators, with more than 56 employees. 32% of the roles sampled were senior roles (with > 6 years of experience), 35% were mid-level roles (with 4-6 years of experience) and 32% of the roles were entry-level (1-3 years of experience).
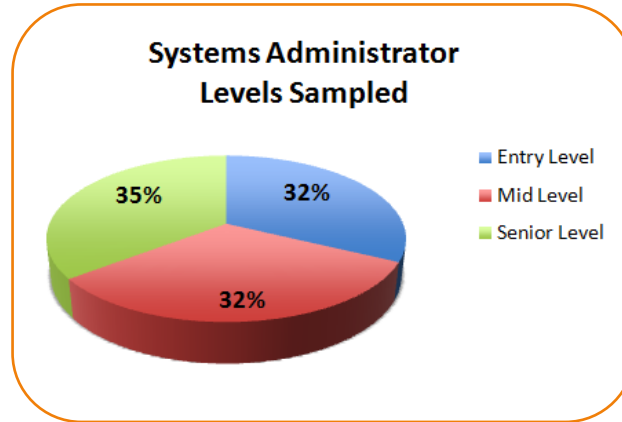

Figure 94: Break-up of different levels within the Systems Admin role sampled

14.1 Average Salary vs Experience

The table below represents the average salary ranges for each company role mapped against the average employee experience in the role. The percentages represent the percentage of employees from the total Systems Admin roles reported in the survey whose salaries fall within the given salary bracket and experience. For instance, 7% of Systems Administrators had less than 1 year of experience with salaries less than PKR 20,000.

Systems Admin	Average Salary (PKR)						
Experience	<20,000	21,000 – 35,000	36,000 – 50,000	51,000 – 75,000	76,000 – 100,000	101,000- 200,000	>200,000
< 1 year	7%	3%	3%	0%	0%	0%	0%
1 -2 years	10%	7%	7%	3%	0%	0%	0%
3-5 years	0%	3%	20%	3%	0%	0%	0%
>5 years	0%	0%	3%	13%	10%	7%	0%

Table 29: Systems Admin Salaries mapped against Years of Experience in System Admin Role

The graph represents the salary ranges reported by the companies surveyed for Systems Admin roles, based on the years of experience. For employees with less than 1 year of experience, the salaries range from below PKR 20,000 to PKR 50,000, with the major salary range being below PKR 20,000.

Figure 95: Salary Ranges for Entry-level, Mid-level and Senior-level Systems Admin

For mid-level employees, with 1-5 years of experience, the salaries range from below PKR 20,000 to PKR 75,000. The most common salary range for a mid-level Systems Admin is PKR 36,000 – PKR 50,000.

For senior level Systems Admins, the salary ranges from PKR 36,000 to PKR 200,000 but not exceeding PKR 200,000. The major salary segment is PKR 51,000 – PKR 75,000.

Figure 96 shows another look at the same salary data for Systems Administrators, mapping the percentage of employees at each salary bracket, and color coded by experience levels.
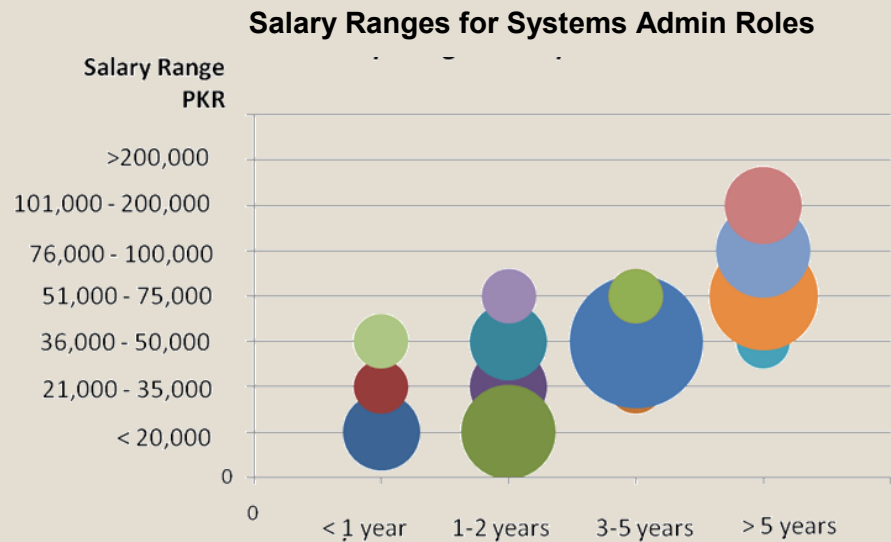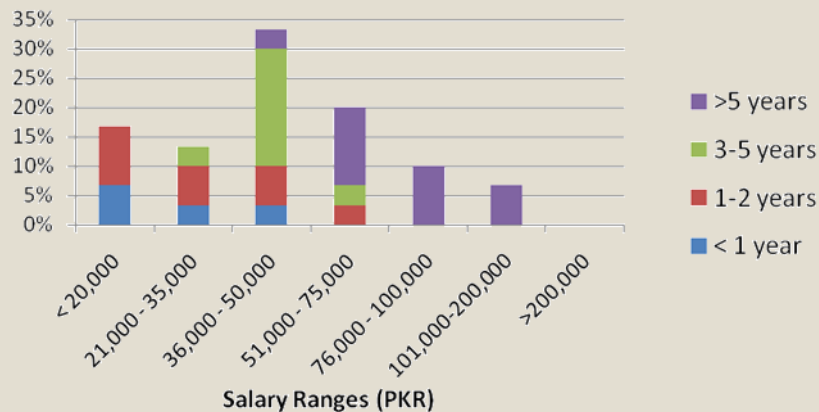

Figure 96: Salary Ranges for Systems Admin Roles, coded by levels of experience

14.2 Average Salary City-wise

The survey analyses the salary ranges for each role based on the city of the employer. The graph below represents the salary ranges for System Admin employees for each of the three cities, Karachi, Lahore and Islamabad.

All three cities have starting salaries at PKR 20,000 and below. Karachi salaries reach the PKR 101,000 – PKR 200,000 salary bracket where as Lahore Systems Admins have maximum compensation up till PKR 100,000 but not above.

City	Salary Ranges (PKR)						
	< 20,000	21,000-35,000	36,000-50,000	51,000-75,000	76,000-100,000	101,000-200,000	>200,000
Karachi	11%	0%	32%	37%	11%	11%	0%
Lahore	17%	33%	42%	0%	8%	0%	0%
Islamabad	100%	0%	0%	0%	0%	0%	0%

Table 30: Salary Ranges for Systems Admin Roles by City
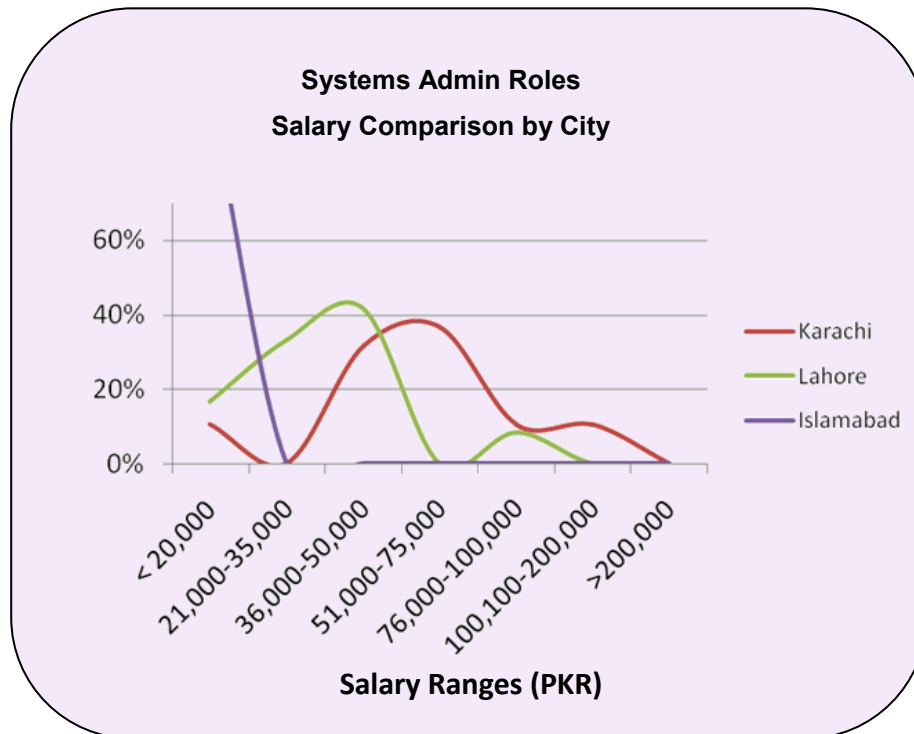
Figure 97: Salary Ranges compared by City of Company

Systems Admin employees were profiled according to the years of experience vs the seniority of their roles. All the entry level and 60% of mid-level employees were individual contributors. 40% of mid-level and 27% of senior employees were team leads. 27% of senior level employees had also reached managerial positions.
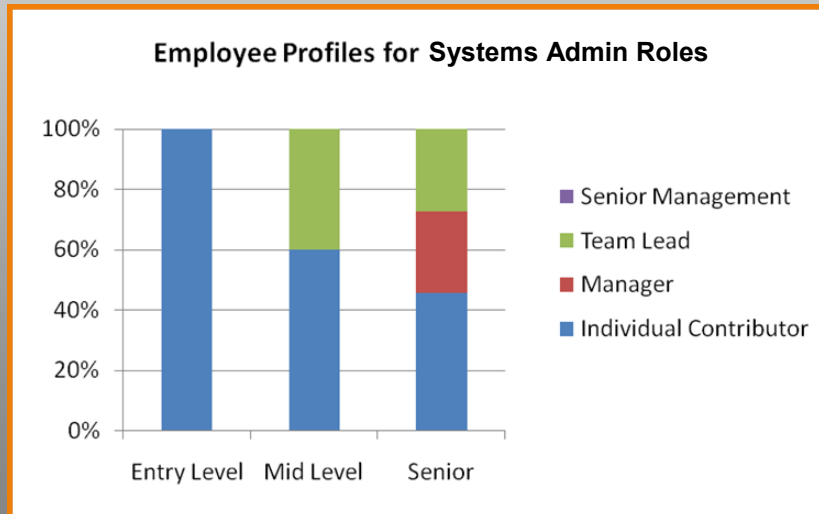

Figure 98: Employee Profiles for Systems Admin Roles categorized by seniority levels

14.3 Promotion and Salary Increments

The survey collected data on the average time since the last promotion of the Systems Admin employee.

For the Systems Admin role, the average rate of promotion was within last year. 44% of entry level, 20% of mid-level and 18% of senior level employees had not been promoted since hire. On the other hand, 11% of new hires, 20% of mid-level employees and 18% of senior managers had been promoted in the last 6 months.
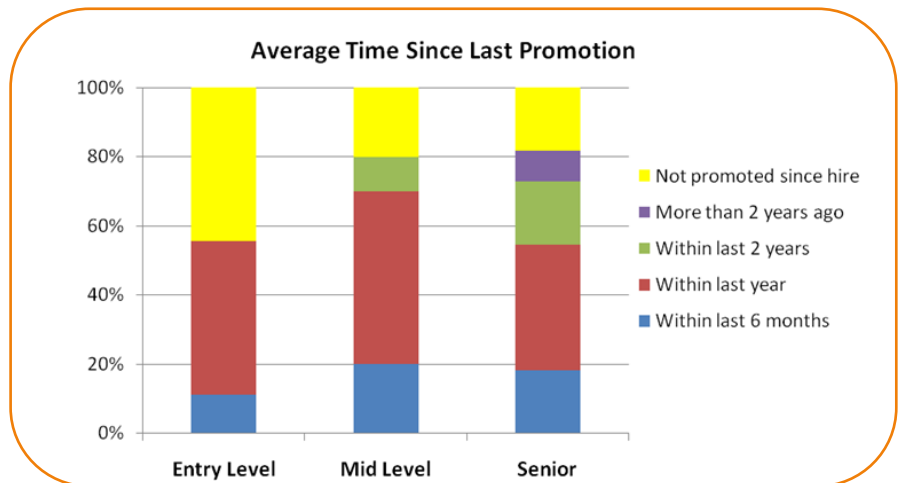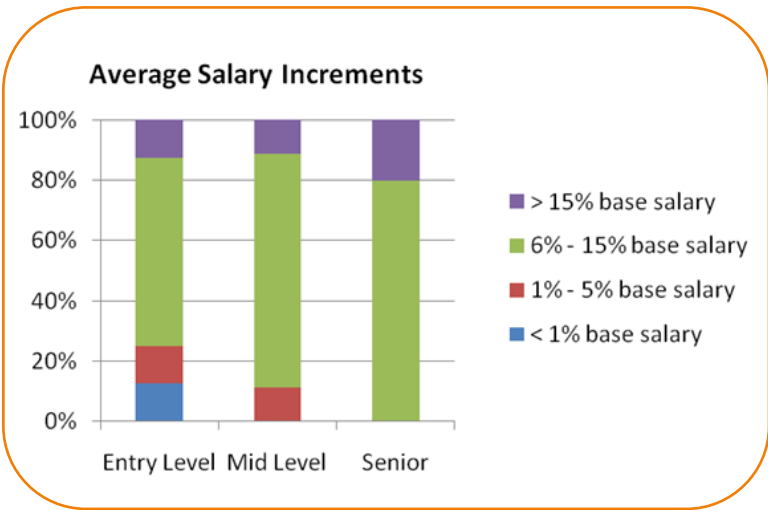

Figure 99: Average Time Since Last Promotion for Systems Admins

The average salary increments for each Systems Admin Manager role are represented in Figure 100 below.

The most common salary increment is the industry average of 6% - 15% of base salary.

Figure 100: Average Salary Increments as percentage of base salaries

15. Team Lead

A total of 25 companies reported employing Team Leads, with more than 83 employees. 36% of the roles sampled were senior roles (with > 6 years of experience), 44% were mid-level roles (with 4-6 years of experience) and 20% of the roles were entry-level (1-3 years of experience).
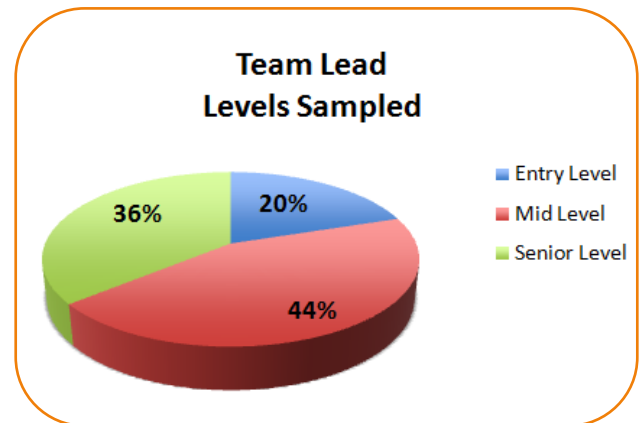

Figure 101: Break-up of different levels within the Team Lead role sampled

15.1 Average Salary vs Experience

The table below represents the average salary ranges for each company role mapped against the average employee experience in the role. The percentages represent the percentage of employees from the total Team Lead roles reported in the survey whose salaries fall within the given salary bracket and experience. For instance, 8% of Team Leads had less than 1 year of experience, with salaries less than PKR 20,000.

Team Lead	Average Salary (PKR)						
Experience	<20,000	21,000 – 35,000	36,000 – 50,000	51,000 – 75,000	76,000 – 100,000	101,000- 200,000	>200,000
< 1 year	8%	0%	0%	0%	0%	0%	0%
1 -2 years	0%	8%	13%	4%	0%	0%	0%
3-5 years	0%	0%	13%	17%	13%	0%	0%
>5 years	0%	0%	0%	4%	13%	8%	0%

Table 31: Team Lead Salaries mapped against Years of Experience in Team Lead Role

The graph represents the salary ranges reported by the companies surveyed for Team Lead roles, based on the years of experience. For employees with less than 1 year of experience, the only salary bracket is below PKR 20,000.

For mid-level employees, with 1-5 years of experience, the salaries range from PKR 21,000 to PKR 100,000. The most common salary range for a mid-level Team Lead is PKR 51,000 – PKR 75,000.

Figure 102: Salary Ranges for Entry-level, Mid-level and Senior-level Team Leads

For senior level Team Leads, the salary ranges from PKR 51,000 to PKR 200,000 but not exceeding PKR 200,000. The major salary segment is PKR 76,000 – PKR 100,000.

Figure 103 shows another look at the same salary data for Team Leads, mapping the percentage of employees at each salary bracket, and color coded by experience levels.
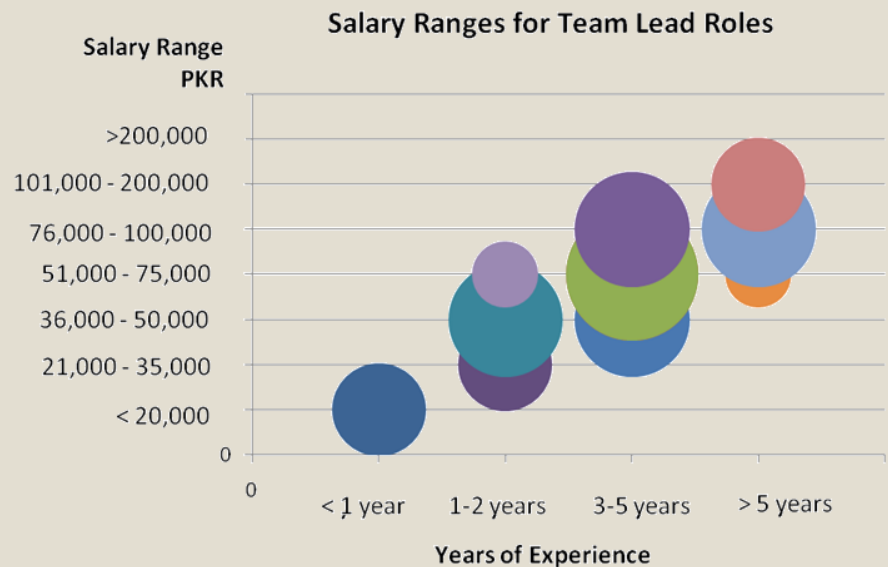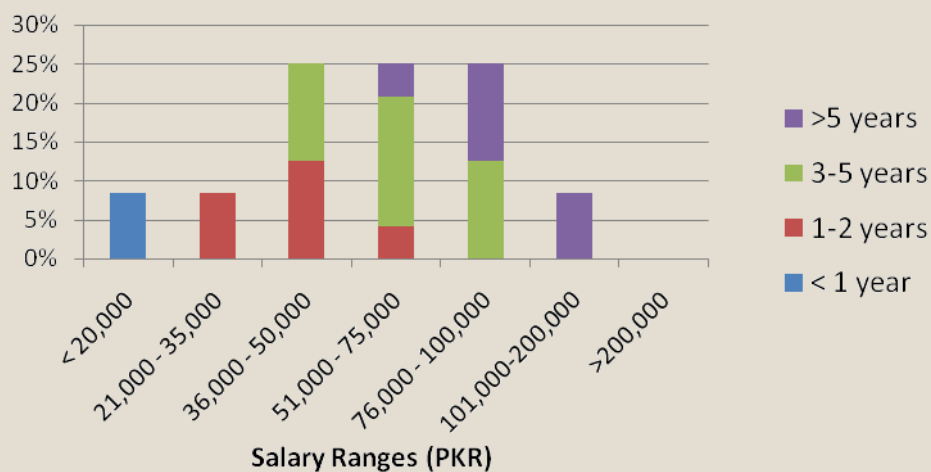

Figure 103: Salary Ranges for Team Lead Roles, coded by levels of experience

15.2 Average Salary City-wise

The survey analyses the salary ranges for each role based on the city of the employer. The graph below represents the salary ranges for Team Lead employees for each of the three cities, Karachi, Lahore and Islamabad.

Lahore Team Leads salaries start at PKR 21,000 – PKR 35,000, where as Karachi salaries start at PKR 36,000 – 50,000. Karachi Team Leads also get paid up to PKR 200,000, where as Lahore Team Leads earn a maximum of PKR 100,000.

City	Salary Ranges (PKR)						
	< 20,000	21,000-35,000	36,000-50,000	51,000-75,000	76,000-100,000	101,000-200,000	>200,000
Karachi	0%	0%	21%	36%	29%	14%	0%
Lahore	29%	29%	14%	14%	14%	0%	0%
Islamabad	0%	0%	67%	0%	33%	0%	0%

Table 32: Salary Ranges for Team Lead Roles by City
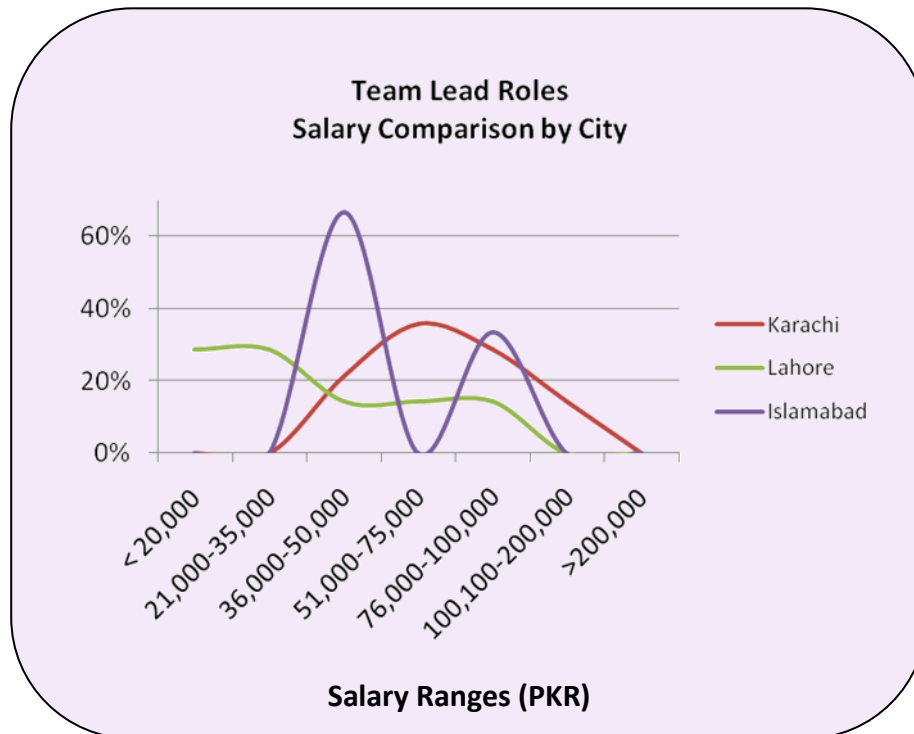
Figure 104: Salary Ranges compared by City of Company

15.3 Promotion and Salary Increments

The survey collected data on the average time since the last promotion of the Team Lead.

The average rate of promotion for Team Leads was within the last year. 40% of entry-level and 25% of senior Team Leads had also been promoted within the last 6 months. Growth, however, stagnates at the mid-level, with 27% of mid-level Team Leads being promoted in the last 2 years.
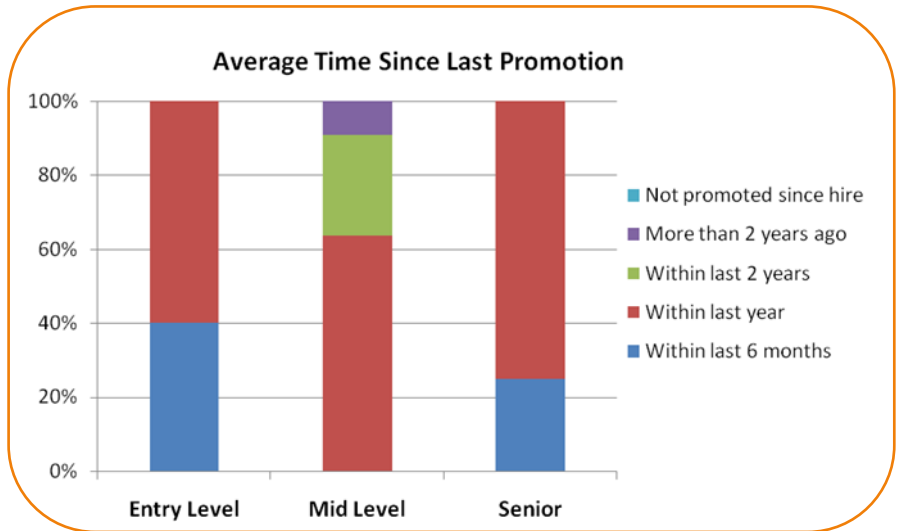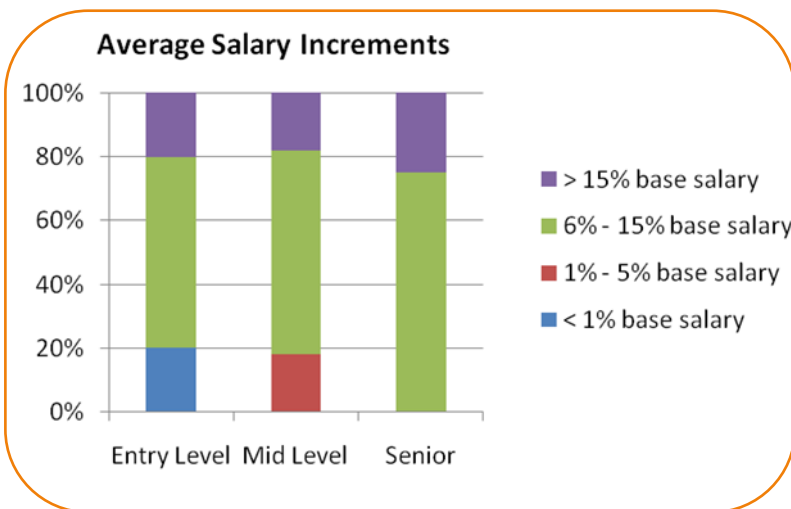

Figure 105: Average Time Since Last Promotion for Team Leads

The average salary increments for Team Leads are represented in Figure 106 below.

The most common salary increment is the industry average of 6% - 15% of base salary. An average of 20% of Team Leads at each level receive increments which are greater than 15% of their base salaries.

Figure 106: Average Salary Increments as percentage of base salaries

16. Technical Writer

A total of 18 companies reported employing Technical Writers, with more than 21 employees. 11% of the roles sampled were senior roles (with > 6 years of experience), 56% were mid-level roles (with 4-6 years of experience) and 33% were entry-level roles (1-3 years of experience).
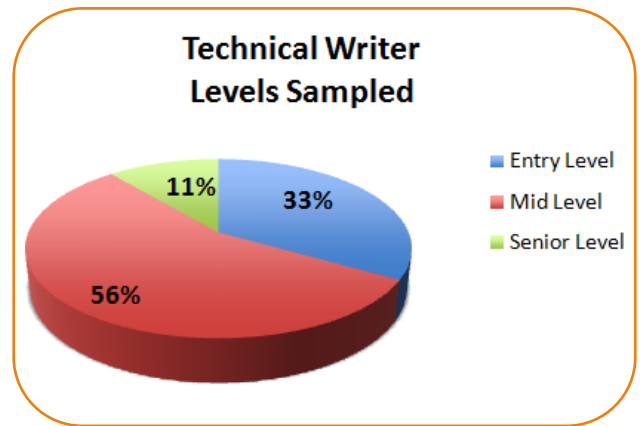

Technical Writer Levels Sampled

- Entry Level
- Mid Level
- Senior Level

Figure 107: Break-up of different levels within the Technical Writer role sampled

16.1 Average Salary vs Experience

The table below represents the average salary ranges for each company role mapped against the average employee experience in the role. The percentages represent the percentage of employees from the total Technical Writer roles reported in the survey whose salaries fall within the given salary bracket and experience. For instance, 5% of Technical Writers were mid level roles (1-5 years of experience) with salary less than PKR 20,000.

Technical Writer	Average Salary (PKR)						
Experience	<20,000	21,000 – 35,000	36,000 – 50,000	51,000 – 75,000	76,000 – 100,000	101,000- 200,000	>200,000
< 1 year	0%	24%	10%	0%	0%	0%	0%
1-2 years	5%	19%	0%	0%	0%	0%	0%
3-5 years	0%	5%	24%	0%	0%	0%	0%
>5 years	0%	0%	0%	0%	5%	10%	0%

Table 33: Technical Writer Salaries mapped against Years of Experience in Technical Writer Role

The graph represents the salary ranges reported by the companies surveyed for Technical Writer roles, based on the years of experience. For employees with less than 1 year of experience, the salaries range from PKR 21,000 – PKR 50,000 with the most common salary bracket being PKR 21,000 – PKR 35,000.

For mid-level employees, with 1-5 years of experience, the salaries range from below PKR 20,000 to PKR 50,000. The most common salary range for a mid-level Technical Writer is PKR 36,000 – PKR 50,000.

Figure 108: Salary Ranges for Entry-level, Mid-level and Senior-level Technical Writer Roles

For senior level Technical Writers, the salary ranges from PKR 76,000 to PKR 200,000 but not exceeding PKR 200,000. The major salary segment is PKR 101,000 – PKR 200,000.

Figure 109 shows another look at the same salary data for Technical Writers, mapping the percentage of employees at each salary bracket, and color coded by experience levels.
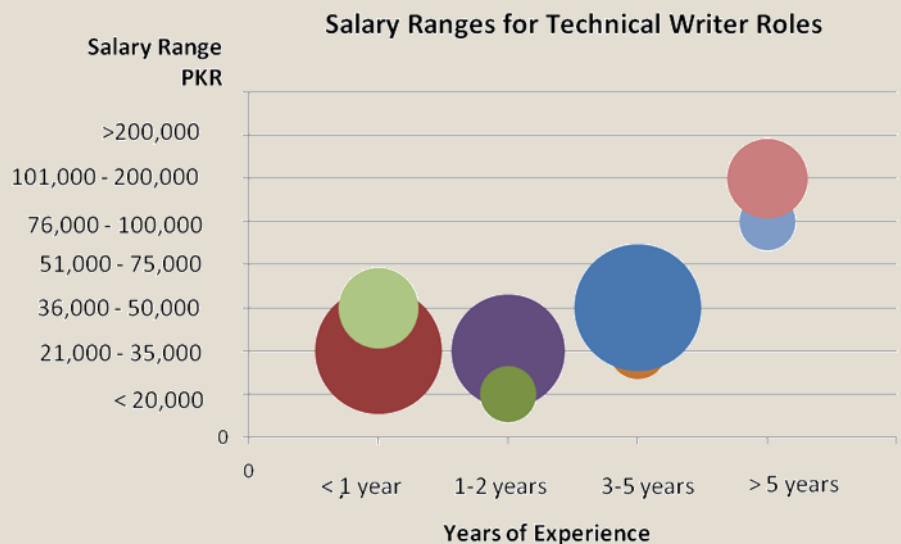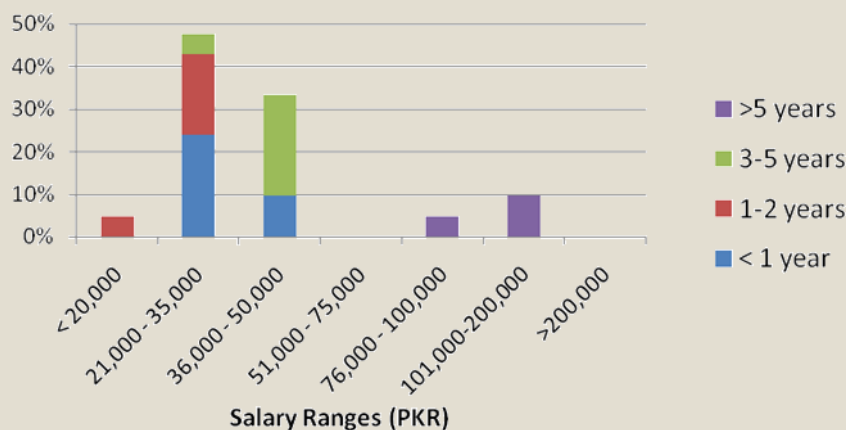

Figure 109: Salary Ranges for Technical Writer Roles, coded by levels of experience

16.2 Average Salary City-wise

The survey analyses the salary ranges for each role based on the city of the employer. The graph below represents the salary ranges for Technical Writers for each of the three cities, Karachi, Lahore and Islamabad.

Karachi Technical Writer salaries start at below PKR 20,000, where as both Lahore and Islamabad salaries start at PKR 21,000. Lahore and Islamabad salaries also extend to the PKR 101,000 – PKR 200,000 bracket where as Karachi Technical Writer employees only earn up to the PKR 100,000 range.

City	Salary Ranges (PKR)						
	< 20,000	21,000-35,000	36,000-50,000	51,000-75,000	76,000-100,000	101,000-200,000	>200,000
Karachi	13%	50%	25%	0%	13%	0%	0%
Lahore	0%	60%	30%	0%	0%	10%	0%
Islamabad	0%	67%	0%	0%	0%	33%	0%

Table 34: Salary Ranges for Technical Writer Roles by City
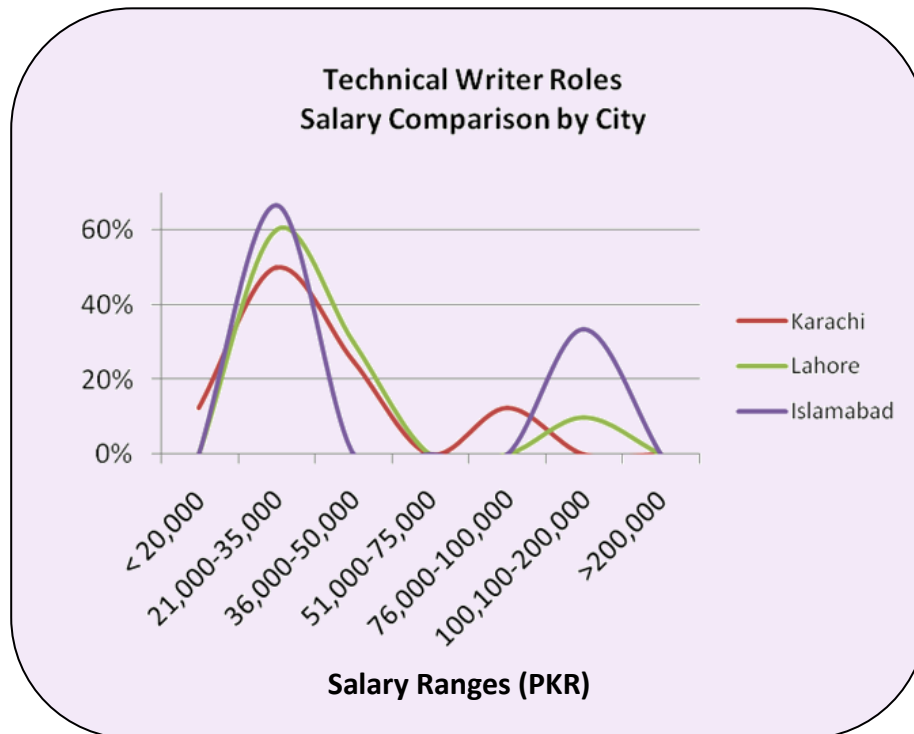

Figure 110: Salary Ranges compared by City of Company

Technical Writer employees were profiled according to the years of experience vs the seniority of their roles. A majority of Technical Writers at all seniority levels remain individual contributors. 8% of mid-level employees progress on to Team Lead positions, where as 32% of senior-level Technical Writers also become part of the senior management in their companies.
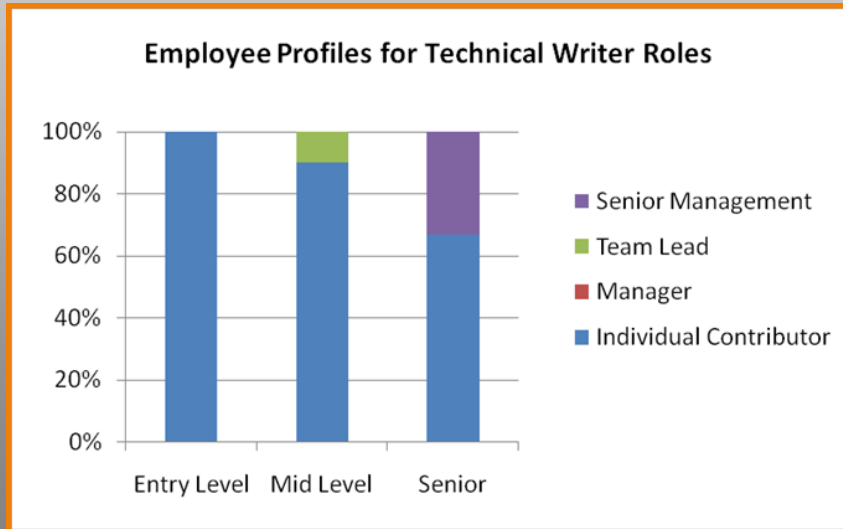

Figure 111: Employee Profiles for Technical Writer Roles categorized by seniority levels

16.3 Promotion and Salary Increments

The survey collected data on the average time since the last promotion of the Technical Writer employee.

For the Technical Writer role, the average rate of promotion was within the last year. 33% of both entry and mid-level employees had not been promoted since hire. On the other hand, 11% of new hires, 33% of mid-level employees and 11% of senior managers had been promoted in the last 6 months.
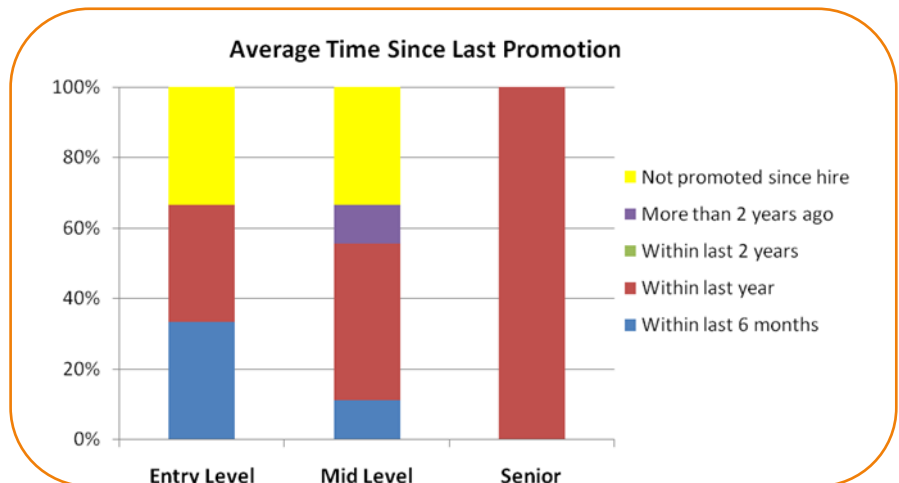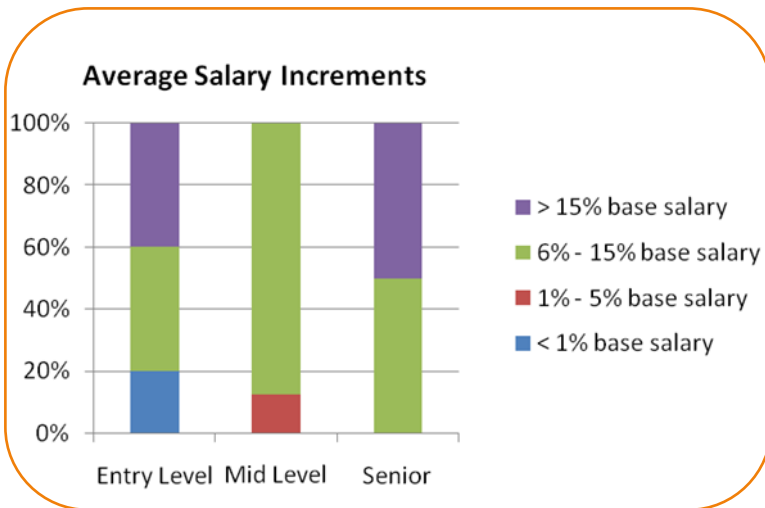

Figure 112: Average Time Since Last Promotion for Technical Writers

The average salary increments for each Technical Writer role are represented in Figure 113 below.

Figure 113: Average Salary Increments as percentage of base salaries

The most common salary increment is the industry average of 6% - 15% of base salary. 40% of entry-level and 50% of senior level Technical Writers receive salary increments greater than 15% of their base salaries.

The P@SHA Salary Survey 2012 also collected data on the HR benefits offered by IT companies to all their employees. The three most common HR benefits were allowance of leave days, maternity leave and health insurance.
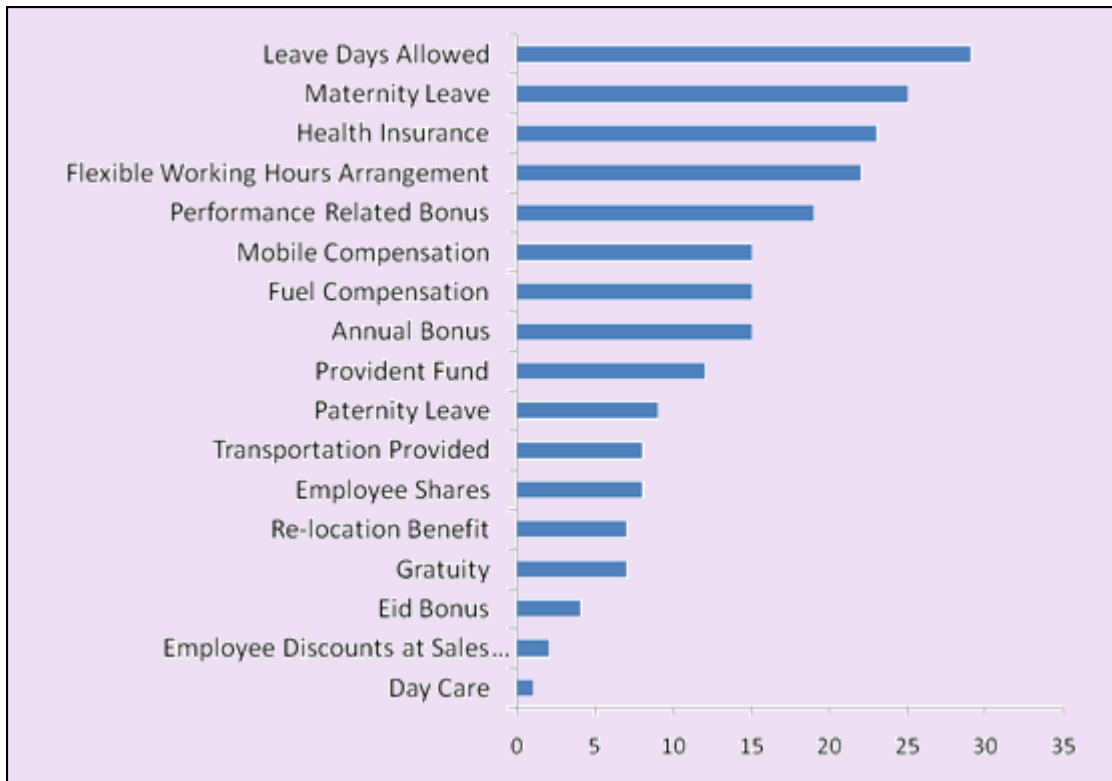

Figure 114: HR Benefits offered by IT Companies Sampled

Other benefits listed by companies included free lunch, iPods, loans, leave encashments and overtime pays.

Benefits by Company Size

We analyzed the HR benefits offered according to the company size (based on number of employees).

Companies with smaller employee bases (1-25 employees) were less likely than larger companies to offer the most common HR benefits. The only exception to this was the number of leave days allowed, where 92% of the small-sized companies offered leave days, which was greater than the average number of companies offering leave days.

Mid-sized companies (with 26-100 employees) were most likely to offer the most common HR benefits. The only exception to this is the performance bonus, which mid-sized companies were the least likely to offer.

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Company Size	Top 5 Most Common Benefits				
	Health Insurance	Maternity Leave	Performance Bonus	Flexible Work Hours	Leave Days
Small (1-25)	31%	54%	62%	54%	92%
Medium (26-100)	85%	85%	38%	85%	77%
Large (100+)	75%	75%	63%	38%	75%

Table 35: Top 5 Most Common HR Benefits by Company Size

Bonuses

41% of the companies sampled did not offer regular bonuses to their employees. 32% offered annual bonuses, 15% offered quarterly bonuses and the remaining 12% offered bi-annual bonuses to their employees.
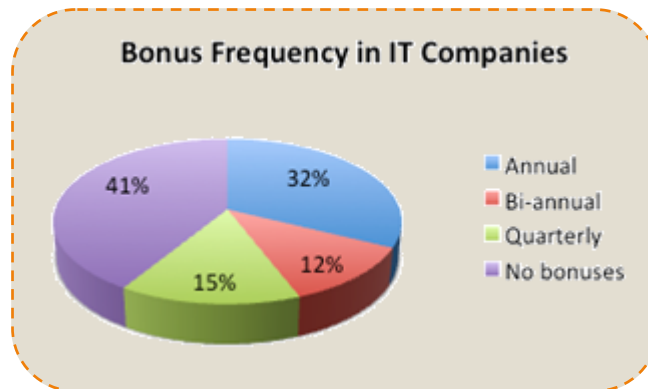

Figure 115: Bonus Frequency in IT Companies Sampled

- Alchemy Technologies
- Arpatech
- Avanza Solutions (Pvt.) Ltd
- Averox (Pvt.) Ltd
- B Solutions
- Bahria Enterprise Systems & Technologies
- Cloud BPO (Pvt.) Ltd
- CTO 24/7 (Pvt.) Ltd
- Enterprise Team
- Etilize Private Limited
- FiveRivers Technologies (Pvt.) Ltd
- GenIteam
- GoodCore Software (Pvt.) Limited
- Ikonami Pvt. Ltd
- Information Systems Associated Ltd. (Comstar)
- KCompute (Pvt.) Ltd
- Knowledge Platform
- Lakson Business Solutions Limited

- Lumensoft Technologies (Pvt.) Ltd
- Millennium Systems & Consultants (Pvt.) Ltd
- Mindstorm Studios (Pvt.) Ltd
- Next Generation Innovation
- Ovex Technologies Pakistan (Pvt.) Ltd
- PIBAS Pakistan (Pvt.) Ltd
- Plumsmedia
- Primatics Financial
- Sidat Hyder Morshed Technology
- Softech Corporation (sister concern of 360traning.com)
- Systems Limited
- TRG (Pvt.) Ltd
- TRICAST MEDIA (Pvt.) Ltd
- TunaCode
- Viftech Solutions (Pvt.) Ltd
- WorkForce Software Development (Pvt.) Ltd

P@SHA would like to thank all the companies and individuals who participated in this study and made it happen. We hope that our IT sector will continue to progress and flourish, with fair compensation and excellent HR benefits for all employees working in this sector.

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