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Pakistan Software Houses Association
for IT & ITES

P@SHA IT Salary Survey 2013
July 2013

Cover Art

The Pattern used on the cover is taken from the Pakistani Rupee five thousand bank note. The highest denomination of currency in circulation, issued by the State Bank of Pakistan. The symmetric floral pattern embodies the art depicted through ages in this region and carry Islamic and Mughal influences.
The numerals 5000 are used to fill the pattern which are only readable upon magnification as seen here. At the time of compiling this survey the five thousand Rupee note is worth around fifty United States Dollars in the open market.

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About P@SHA

Pakistan Software Houses Association for IT & ITES P@SHA is the sole trade association in Pakistan representing the industry; it was registered in 1993 which also makes it one of the oldest ICT associations of the region. P@SHA is the only Pakistani entity globally registered with & recognized by institutions such as the WITSA (World Information Technology and Services Alliance), ASOCIO (Asian Oceanic Computing Industry Organization) and APICTA (Asia Pacific ICT Alliance). With over 500 member companies nationwide P@SHA has been the voice of the industry, advocating policy initiatives and working towards creating a high growth sustainable business environment in the country.   To learn more about P@SHA please visit www.pasha.org.pk

About P@SHA IT Salary Survey 2013

The IT & ITES Industry of Pakistan is a rapidly growing Industry segment which provides direct employment to around 100 thousand people and another 50-100 thousand indirect employment. The driving force behind the IT industry is the human resource working in this sector. Companies desire the best talent, both to hire and to retain. Fair compensation and benefits rank highly for any employee who wishes to work for, and continue to grow, in this industry. Further, the rate of compensation, promotions and job requirements change rapidly in the IT Industry, making a regular IT Salary Survey an important tool for companies wishing to hire and retain the best talent.

The P@SHA IT Salary Survey 2013 is the third survey conducted by P@SHA for the IT Industry, following the earlier surveys of 2008 and 2012. The survey aims to identify salaries, benefits, promotions and increments for employees working in the IT industry of Pakistan. The 2013 edition of the P@SHA IT Salary Survey is the most comprehensive research that P@SHA has conducted to date in this field. It includes 4 additional job roles than 2012 and analyses each role into its experience level. This report includes findings from 87 companies 16,288 employees working in 20 job roles and 75 unique levels both in IT and non-IT roles. We hope that this comprehensive study will enable companies to benchmark the salaries and growth timelines for their employee base efficiently.

The 2008 and 2012 P@SHA IT Salary Surveys are available on our website www.pasha.org.pk, you are welcome to download these for free .

Executive Summary

The 2013 P@SHA IT Salary Survey identifies average salary nationally and city wise along with average increments, promotions and benefits for 20 job roles within the IT Industry. Each role has been subdivided into experience levels to present findings for 75 distinct job functions, an entry level function denotes 0-3 years of experience while middle level is supposed to have 4-6 years of experience and a senior function depicts 6+ years of experience. Each function is presented on a unique page on this survey to maintain clarity and comprehension.

The Survey has been compiled using responses from 87 companies representing 16288 employees nationwide. The survey reveals that the highest paid job function is the Chief Information Officer (CIO) who on average earns Rs.261,111.67 per month (where 56% of the respondents have said that their CIOs are paid more than Rs. 325,000 per month) followed by the Chief Technology Officer CTO at Rs. 258,472.61 (where 39% of the respondents have said that their CTOs are paid more than Rs. 325,000 per month) . The highest paid job after the senior management is the Senior Software Development Manager who on average is being paid Rs. 171,944.51 per month in Pakistan (where 9.7% of the respondents have said that they pay more than Rs. 325,000 per month). The lowest paid job is found to be an Entry Level Administration professional who makes Rs.21,448.41 per month.

If we compare these results with the findings from 2012 we notice average salaries for BPO professionals have increased by 24.2% (from Rs. 38,259 in 2012 to Rs. 47,516.32 in 2013), salaries for database administrators have increased by 32.5% from Rs.58,571 to Rs.77,600.47, graphics designer salaries have increased by 47.6% from 42,058.0 to 62,076.65, Helpdesk/ Support staff salaries have increased by 53.9% from Rs. 34,759.0 to Rs. 53,510.96, Salaries for Project Managers have increased by 10.4% from Rs. 112,175.0 to Rs. 123,799.6, salaries for Team Leads have increased by 68.8% from Rs. 61,600.0 to Rs. 103,959.3, salaries for Quality Assurance members have increased by 30.6% from Rs. 50,063.0 to Rs. 65,361.5, salaries for System Administrators have increased by 10.3% from Rs. 51,468.0 to Rs. 56,779.32, salaries for Human Resource professionals have increased by 18.3% from Rs. 55,535.0 to Rs. 65,708.68 and salaries for Business Analysts have increased by 13.2% from Rs. 64,396.0 to Rs. 72,881.01. (please note that the 2012 survey presents an average of the salaries across experience levels whereas the 2013 survey treats each level individually, to study the growth patterns the 2013 findings across levels are averaged out and compared with their respective values from 2012)

A summary of findings for average monthly salary for each job function appears next, detailed findings appear on the subsequent pages.

Architect		Programmer	
Entry Level	Rs. 51,742.42	Android Entry Level	Rs. 35,434.78
Middle Level	Rs. 89,872.45	Android Middle Level	Rs. 52,426.47
Senior Level	Rs. 132,792.97	iOS Entry Level	Rs. 39,642.86
BPO Customer Service Professional		iOS Middle Level	Rs. 68,313.95
Entry Level	Rs. 25,602.41	java Entry Level	Rs. 43,620.69
Middle Level	Rs. 49,005.38	java Middle Level	Rs. 75,372.81
Senior Level	Rs. 67,941.18	java Senior Level	Rs. 99,821.43

Continued

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Programmer

.net Entry Level	Rs. 37,680.72
.net Middle Level	Rs. 65,568.86
.net Senior Level	Rs. 94,462.81
Ruby Entry Level	Rs. 34,791.67
Ruby Middle Level	Rs. 50,625
Web Entry Level	Rs. 33,541.67
Web Middle Level	Rs. 50,000.0
Web Senior Level	Rs. 90,272.73
db front end Entry Level	Rs. 49,456.52
db front end Middle Level	Rs. 58,333.33
db front end Middle Level	Rs. 84,907.41

Database Administrator

Entry Level	Rs. 46,052.63
Middle Level	Rs. 76,034.48
Senior Level	Rs. 110,714.29

Graphics Designer

Entry Level	Rs. 38,510.64
Middle Level	Rs. 51,666.67
Senior Level	Rs. 96,052.63

Helpdesk / Support

Entry Level	Rs. 32,941.18
Middle Level	Rs. 45,483.87
Senior Level	Rs. 82,107.84

Project Manager

Middle Level	Rs. 97,200
Senior Level	Rs. 150,399.16

Software Development Manager

Middle Level	Rs. 107,065.22
Senior Level	Rs. 171,944.51

Team Lead

Middle Level	Rs. 87,118.64
Senior Level	Rs. 120,800

Quality Assurance

Entry Level	Rs. 38,645.16
Middle Level	
Senior Level	Rs. 94,431.82

Technical Writer

Entry Level	Rs. 34,396.55
Middle Level	Rs. 49,659.09
Senior Level	Rs. 78,500

System Administrator

Entry Level	Rs. 30,625
Middle Level	Rs. 53,935.19
Senior Level	Rs. 85,777.78

Research & Development

Entry Level	Rs. 47,625
Middle Level	Rs. 74,200
Senior Level	Rs. 134,545.45

Social Media Marketing/ SEO & SEM

Entry Level	Rs. 32,282.61
Middle Level	Rs. 47,631.58
Senior Level	Rs. 85,416.67

Senior Management

CEO	Rs. 248,019.36
CIO	Rs. 261,111.67

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CTO	Rs. 258,472.61	Business Analysts / Strategy Analysts	
CFO	Rs. 211,964.43	Entry Level	Rs. 40,773.81
COO	Rs. 245,238.57	Middle Level	Rs. 66,224.49
CMO	Rs. 227,187.75	Senior Level	Rs. 111,644.74
Human Resources		**Finance**	
Entry Level	Rs. 28,888.89	Entry Level	Rs. 27,328.77
Middle Level	Rs. 55,856.16	Middle Level	Rs. 53,472.22
Senior Level	Rs. 112,380.98	Senior Level	Rs. 108,379.65
Business Development / Sales & Marketing		**Administration**	
Entry Level	Rs. 33,125	Entry Level	Rs. 21,448.41
Middle Level	Rs. 93,879.31	Middle Level	Rs. 33,238.64
Senior Level	Rs. 149,396.67	Senior Level	Rs. 66,958.35

Primary Business Areas

60% of the respondent companies are primarily involved in application development , 33% in IT Consulting, 31% in Mobile applications, 22% in e-commerce, 17% in ERP, 15% in System Integration and small percentages are involved in Game Development, Mobile Commerce, SEO etc. The chart below illustrates the number of companies against their indicated primary business area.

Business Area	Number
Application development	52
IT Consulting	29
BPO	16
Mobile applications	27
E-commerce	19
CRM	10
ERP	15
System Integration	13
Internet Services	7
Retail Solutions	8
Social Media Marketing	10
SEO	7
IT solution reseller	9
Strategy Consultants	5
Game Development	9
Telecom	6
Mobile Commerce	6

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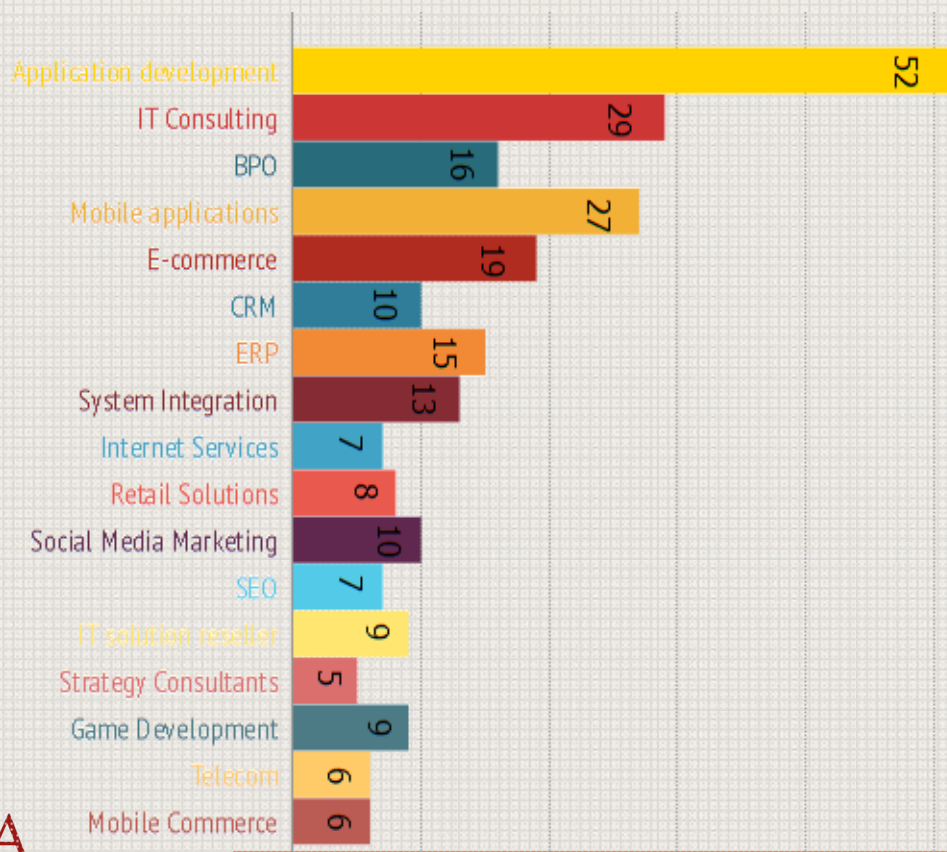
Company Sizes

If we look at the size of the companies who participated this year we have 25 (29%) small companies (who have less than 25 employees), 30 (34%) Medium sized companies who have between 25 and 100 employees) and 32 (37%) Large companies having over 100 employees.
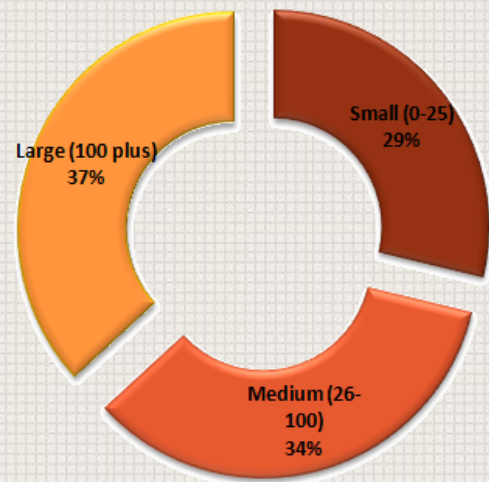
Number of Companies

87 companies nationwide participated in the survey, of which 39 (45%) were from Karachi, 31 (36%) were from Lahore, 15 (17%) were from Islamabad while 2 companies were from Faisalabad and Peshawar. The chart on the right visually depicts this distribution.
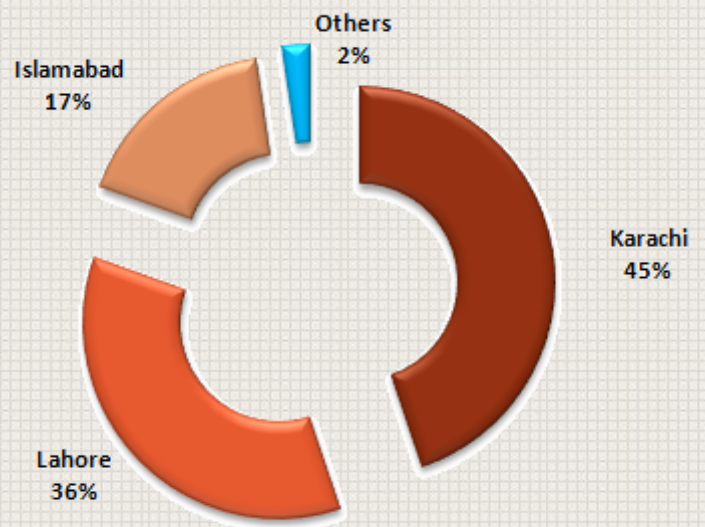
Number of Employees

The total number of employees represented by the 87 participating companies were 16,288. Of these 7584 (47%) were from Karachi, 7500 (46%) were from Lahore and 1124 (7%) were from Islamabad.

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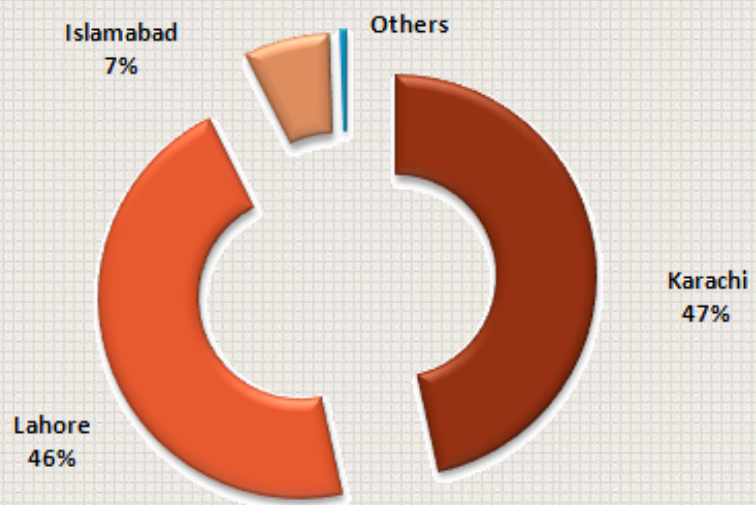
Employee Retention as a concern for companies

We asked the respondents that on a scale of 1 to 10 how important would they describe employee retention as a concern of their organisation, 1 being least important and 10 being the most. 76% chose options 8,9 & 10 indicating a very strong concern existing in the industry for retaining employees. The graph shows all the responses received, the x axis represents the answer options while the y axis depicts the number of respondents who chose that option.
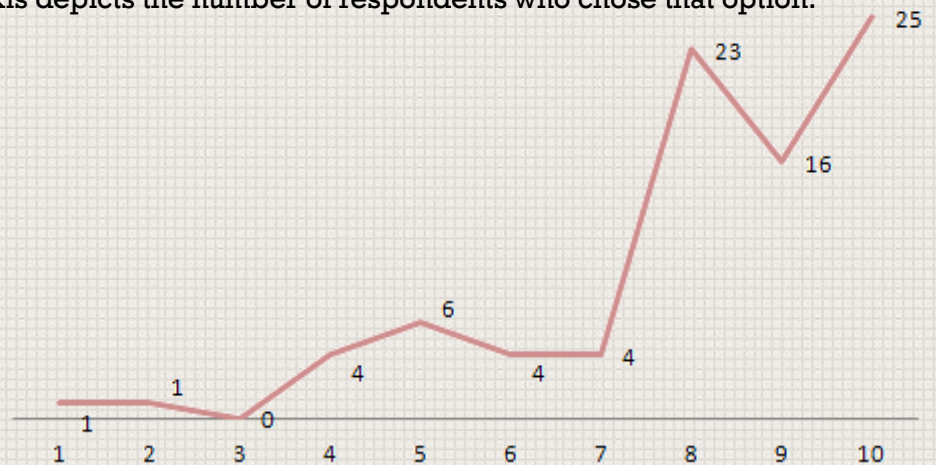
Practice of Long Service Awards

The survey reveals that 54% of the companies do recognize employees who have been a part of the company for longer durations through long service awards however 46% stated that they do not practice long service awards.


No 46%

Yes 54%

Efforts to maintain Gender Balance

We asked our respondents if they take special measures to ensure gender balance in their workforce, the responses were nearly equally divided between yes and no. 52% said that they do take measures to maintain a balance between number of male and female employees while 48% indicated that they do not take such measures.

No 48%

Yes 52%

Average working hours per week

45% of the companies indicated that they work for 40 hours per week which can be said as 8 hours per day and 5 days a week. The second popular answer was 45 hours per week meaning 9 hours per day for a 5 day week or 8 hours per day during week-days and a 5 hour Saturday. 1% of the companies disclosed that they work for 60 hours every week and another 1% said that they worked over 60 hours per week.

60 Hours
1%

More than 60 Hours
1%

50 Hours
11%

40 Hours
45%

45 Hours
33%

42 Hours
9%
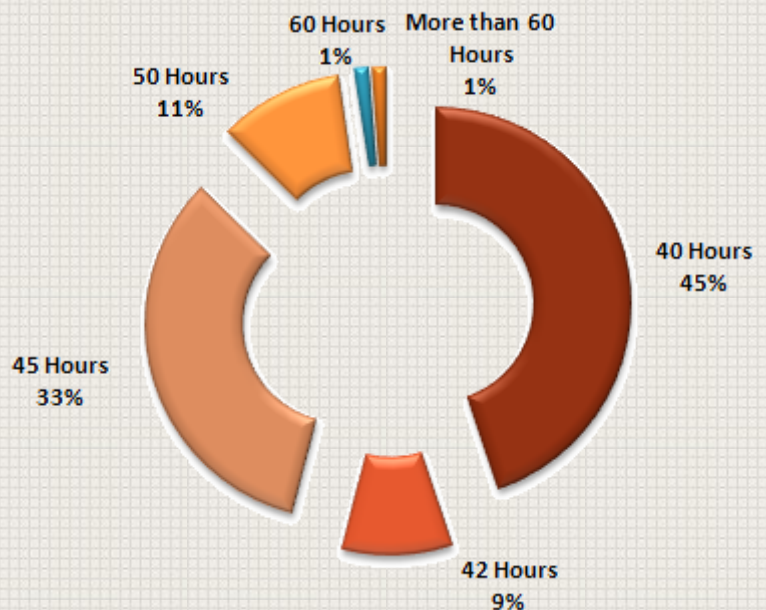
Frequency of Bonuses

72% of the companies said that they do give bonuses to their employees, 65% said that they annually give bonuses. 14% said that they give bonuses twice a year while 21% said they follow a quarterly mechanism.

Quarterly
21%

Bi-Annual
14%

Annual
65%

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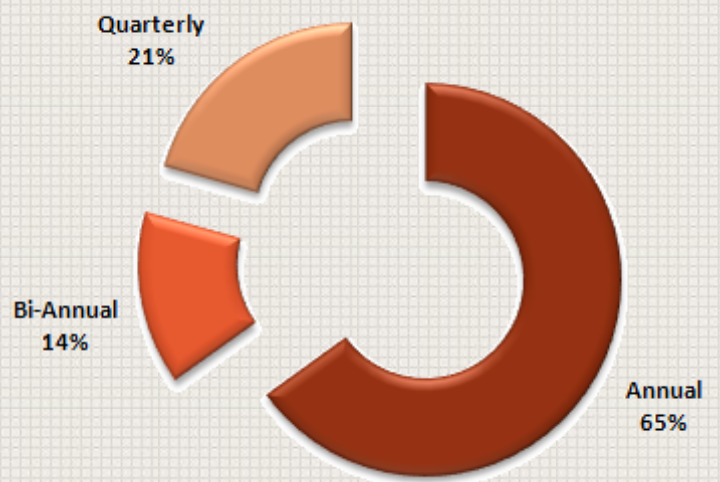
General Benefits

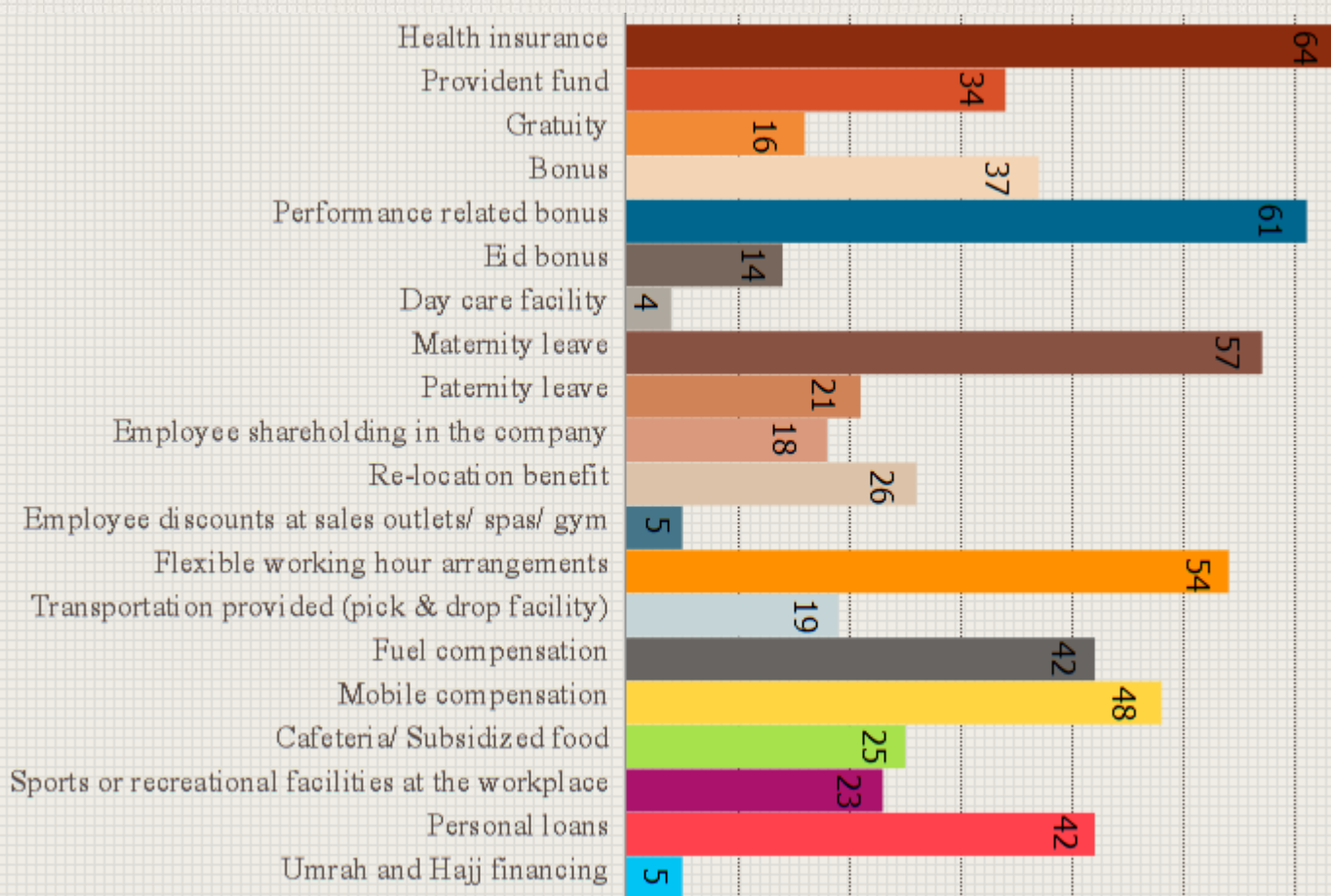We asked our respondents what general benefits they offer to all their employees and 74% companies say they provide health insurance, 34 companies or 39% say they have provident fund, 43% say they give bonuses while 70% say they give performance bonuses. 66% of the companies have provisions for maternity leave while only 24% say they give paternity leaves. 54 companies within our sample have flexible working hour arrangements, 48% provide fuel compensation and 55% employers cover mobile expenses. 42 companies indicated that their employees have access to personal loans from the company while only 6% said that they have Hajj & Umrah financing options for their employees. The histogram below shows the number of companies with the general benefits they offer

| Benefit	Number
Health insurance	64
Provident fund	34
Gratuity	16
Bonus	37
Performance related bonus	61
Eid bonus	14
Day care facility	4
Maternity leave	57
Paternity leave	21
Employee shareholding in the company	18
Re-location benefit	26
Employee discounts at sales outlets/ spas/ gym	5
Flexible working hour arrangements	54
Transportation provided (pick & drop facility)	19
Fuel compensation	42
Mobile compensation	48
Cafeteria/ Subsidized food	25
Sports or recreational facilities at the workplace	23
Personal loans	42
Umrah and Hajj financing	5

"Findings from 292 Architects Nationwide"

| Entry Level 23% | Middle Level 34% | Senior Level 44% |

Average Nationwide Salaries
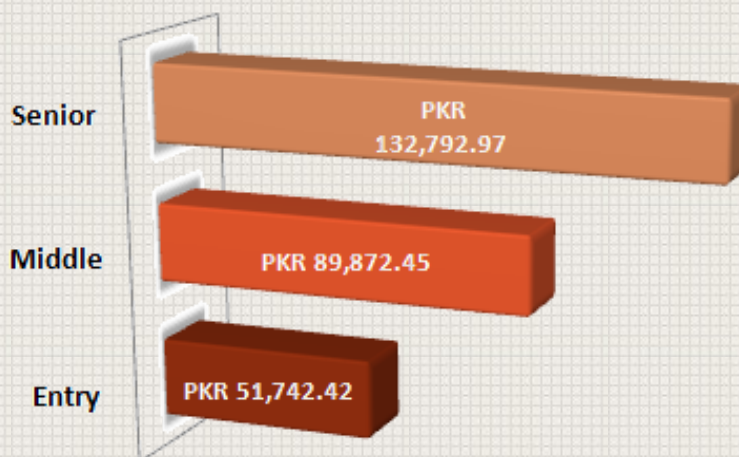
Entry Level at Rs. 51,742.42 per month where 7.1% are being paid between
Rs.150,001 - Rs. 175,000/- per month. Middle level at Rs. 89,872.45 where 10% are being paid
between Rs. 175,001– Rs. 200,000/- and Senior Level at Rs. 132,792.97 where 11.4% are being
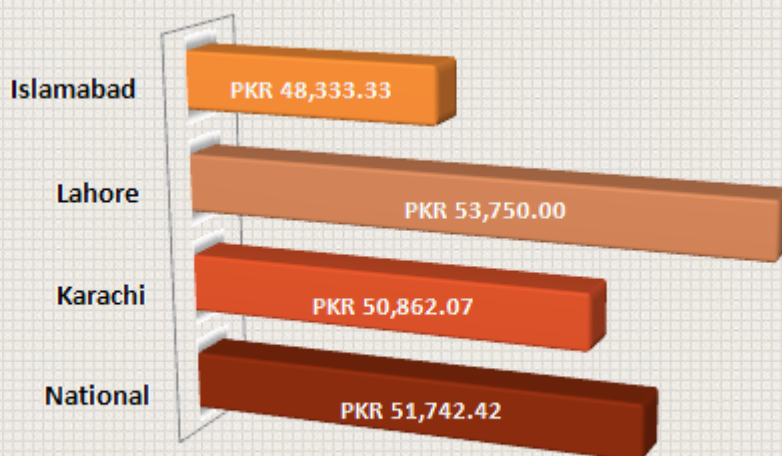paid above Rs.225,001

Note
Throughout the survey an entry level function denotes 0-3 years of experience, middle level represents 4-6 years of
experience and a senior level employee is believed to have over 6 years of experience

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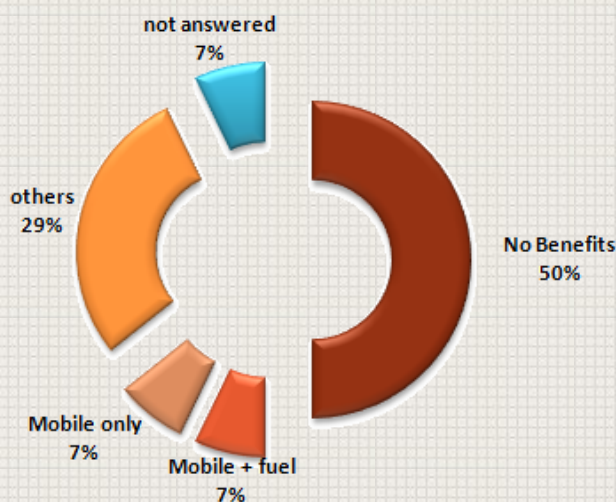Pakistan Software Houses Association
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Entry Level Architects

Average Salaries

4%

Do you know an entry level Architect in Lahore makes nearly 4% more money than the national average
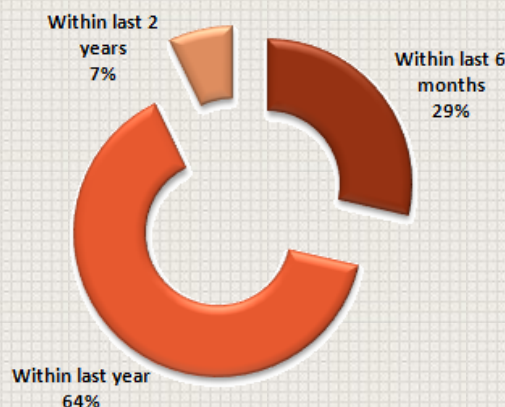
City	Salary
Islamabad	PKR 48,333.33
Lahore	PKR 53,750.00
Karachi	PKR 50,862.07
National	PKR 51,742.42

Benefits

- not answered 7%
- others 29%
- Mobile only 7%
- Mobile + fuel 7%
- No Benefits 50%

Promotion

- Within last 2 years 7%
- Within last 6 months 29%
- Within last year 64%

Increments

- greater than 20% base salary 21%
- around 10% base salary 7%
- between 15% and 20% base salary 29%
- between 10% and 15% base salary 43%

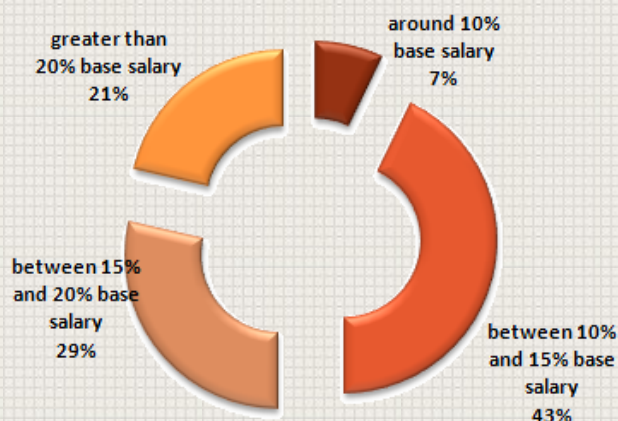**7.1%** of the entry level Architects in Pakistan are being paid more than Rs. 150,000/- per month in basic salary.

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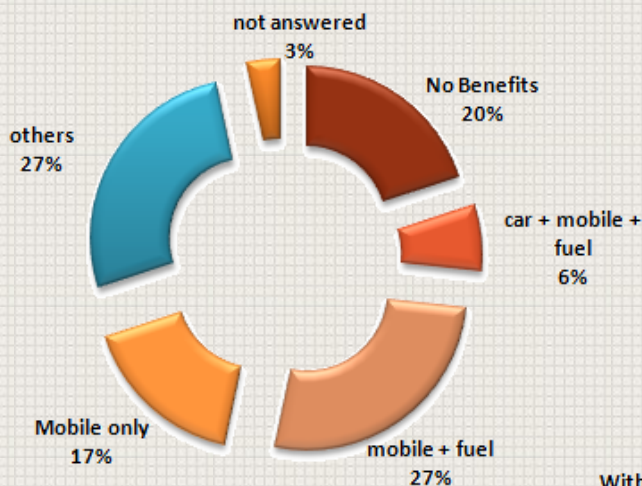Pakistan Software Houses Association
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Middle Level Architects

▲ 10%

A Middle level Architect in Karachi makes nearly 10% more money than the national average
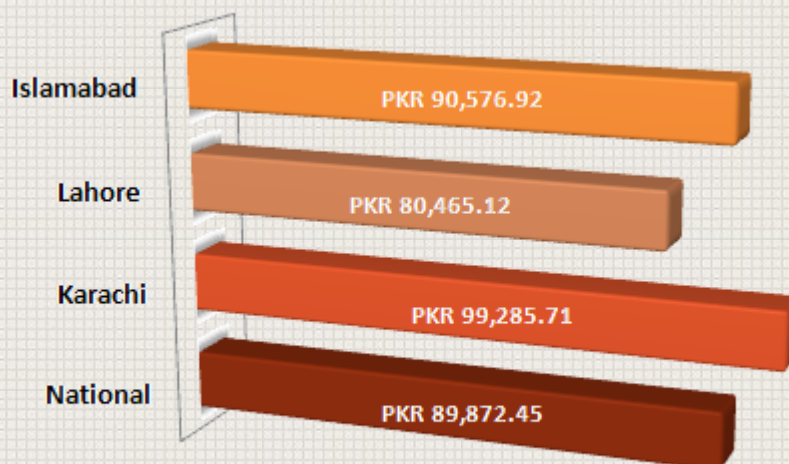
Average Salaries
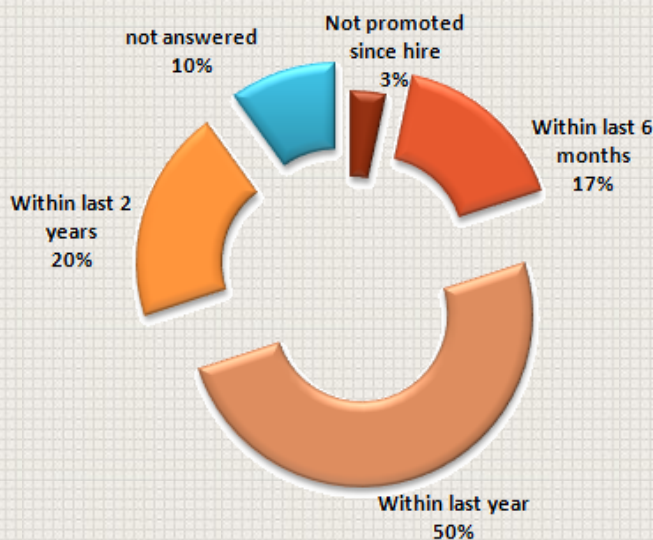
Islamabad	PKR 90,576.92
Lahore	PKR 80,465.12
Karachi	PKR 99,285.71
National	PKR 89,872.45

Benefits

- not answered 3%
- No Benefits 20%
- car + mobile + fuel 6%
- mobile + fuel 27%
- Mobile only 17%
- others 27%

Promotion

- not answered 10%
- Not promoted since hire 3%
- Within last 6 months 17%
- Within last 2 years 20%
- Within last year 50%

Increments

- not answered 3%
- around 10% base salary 7%
- between 10% and 15% base salary 53%
- between 15% and 20% base salary 17%
- greater than 20% base salary 20%

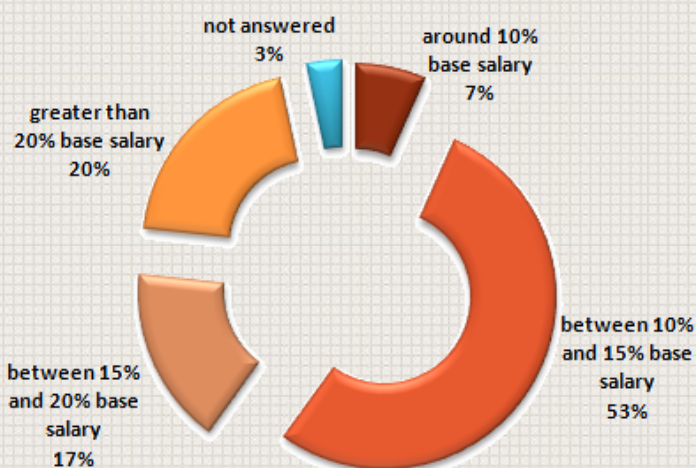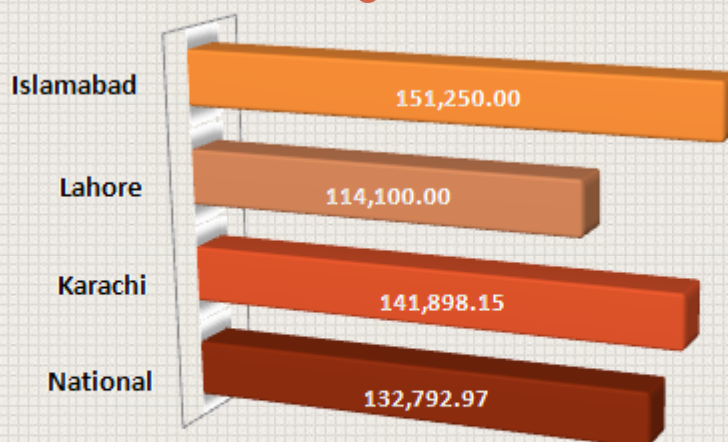## 10% of the middle level Architects in Pakistan are being paid more than Rs. 175,000/- per month in basic salary.
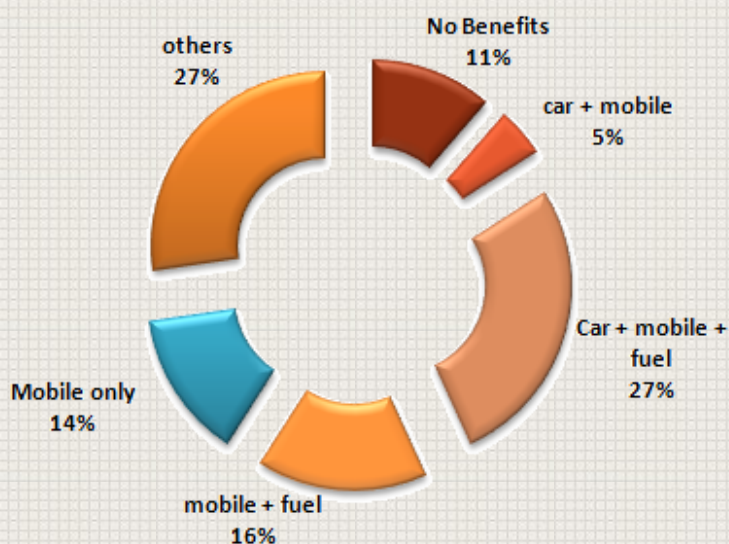
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Senior Level Architects

Average Salaries

Islamabad	151,250.00
Lahore	114,100.00
Karachi	141,898.15
National	132,792.97

14%
Islamabad pays Senior Architects nearly 14% more than the national average

Benefits

others 27%

No Benefits 11%

car + mobile 5%

Car + mobile + fuel 27%

mobile + fuel 16%

Mobile only 14%

Promotion

More than 2 years ago 9%

not answered 5%

Not promoted since hire 11%

Within last 6 months 16%

Within last 2 years 23%

Within last year 36%

Increments

No increment 12%

not answered 2%

around 10% base salary 16%

greater than 20% base salary 18%

between 10% and 15% base salary 34%

between 15% and 20% base salary 18%
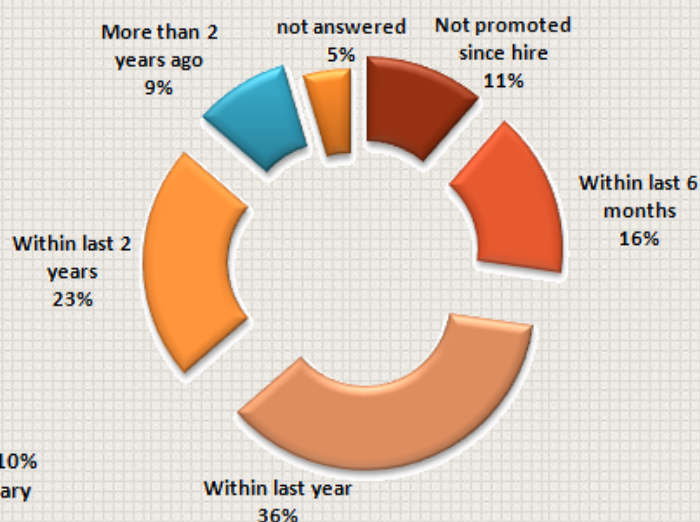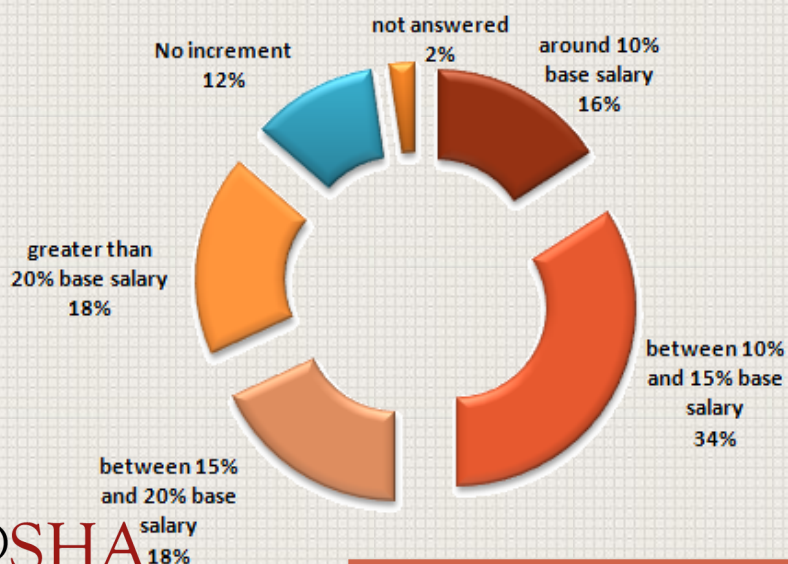
11.4% of the Senior Architects in Pakistan are being paid more than Rs. 225,000/- per month in basic salary.

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"Findings from 227 BPO Customer Service Professionals Nationwide"

Entry Level 37%	Middle Level 41%	Senior Level 22%

Average Nationwide Salaries

Senior — PKR 67,941.18

Middle — PKR 49,005.38

Entry — PKR 25,602.41
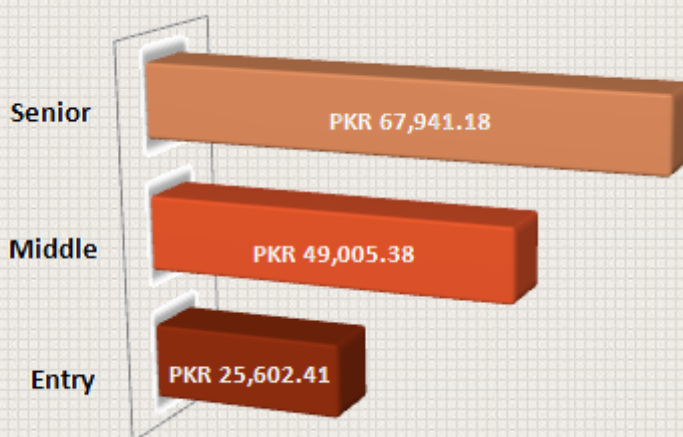
Entry Level at Rs. 25,602.41/- per month where 5.9% are being paid above Rs. 60,000/- per month. Middle level at Rs. 49,005.38/- where 5.3% are being paid above Rs. 125,000/- and Senior Level at Rs. 67,941.18/- where 6.3% are being paid above Rs.150,000/-

Note
Throughout the survey an entry level function denotes 0-3 years of experience, middle level represents 4-6 years of experience and a senior level employee is believed to have over 6 years of experience
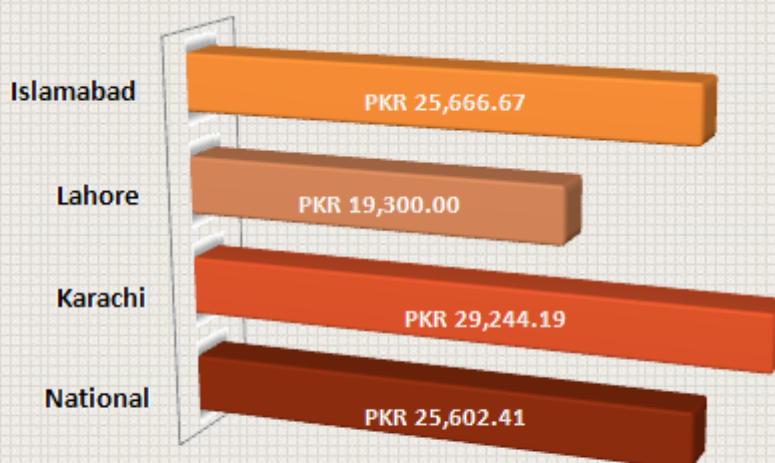
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BPO

Entry level

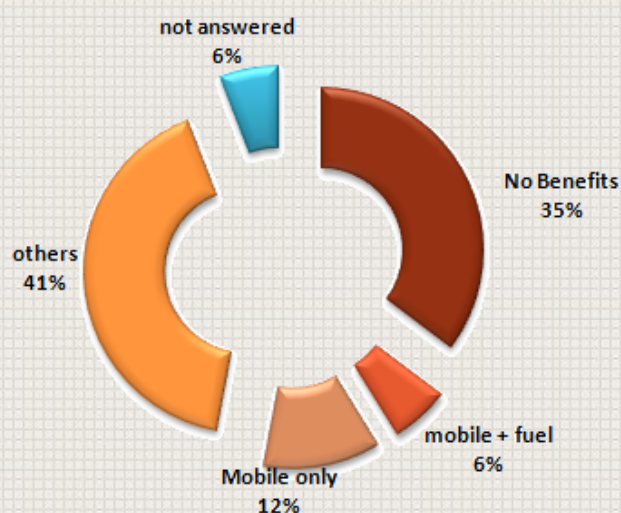# Entry Level BPO Customer Service Professionals

Average Salaries

14%

Karachi provides the highest remuneration to Entry Level BPO professionals, 14% higher than the national average and 34% more than Lahore
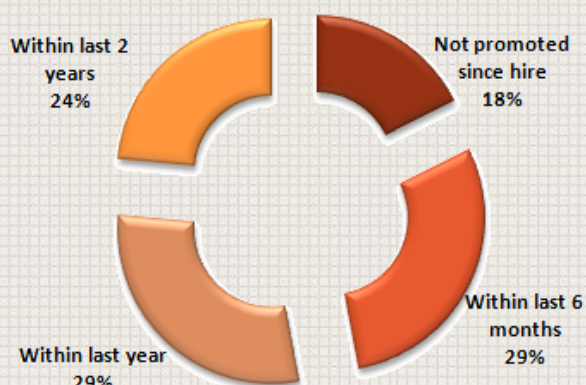
City	Salary
Islamabad	PKR 25,666.67
Lahore	PKR 19,300.00
Karachi	PKR 29,244.19
National	PKR 25,602.41

Benefits

- not answered 6%
- No Benefits 35%
- others 41%
- mobile + fuel 6%
- Mobile only 12%

Promotion

- Within last 2 years 24%
- Not promoted since hire 18%
- Within last year 29%
- Within last 6 months 29%

Increments

- greater than 20% base salary 6%
- No increment 6%
- between 15% and 20% base salary 24%
- around 10% base salary 41%
- between 10% and 15% base salary 23%

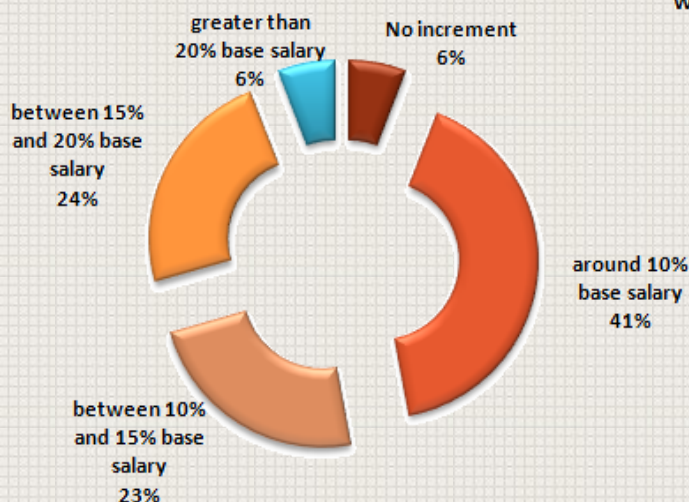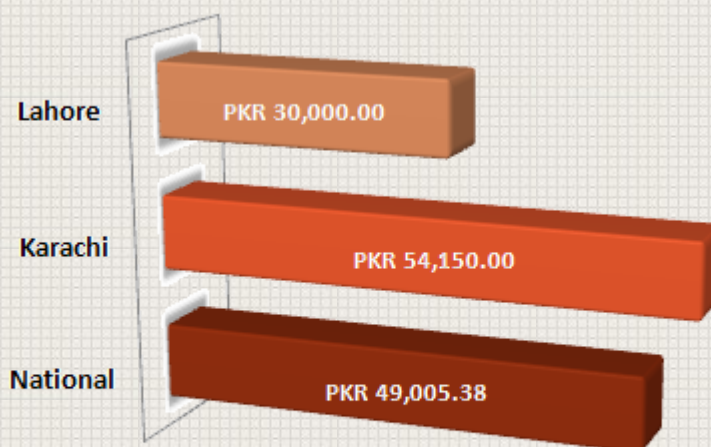**5.9%** of the entry level BPO professionals in Pakistan are being paid more than Rs. 60,000/- per month in basic salary.

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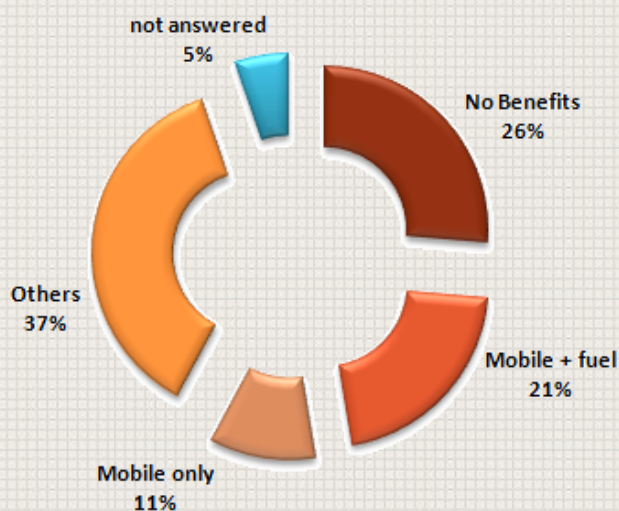Pakistan Software Houses Association for IT & ITES
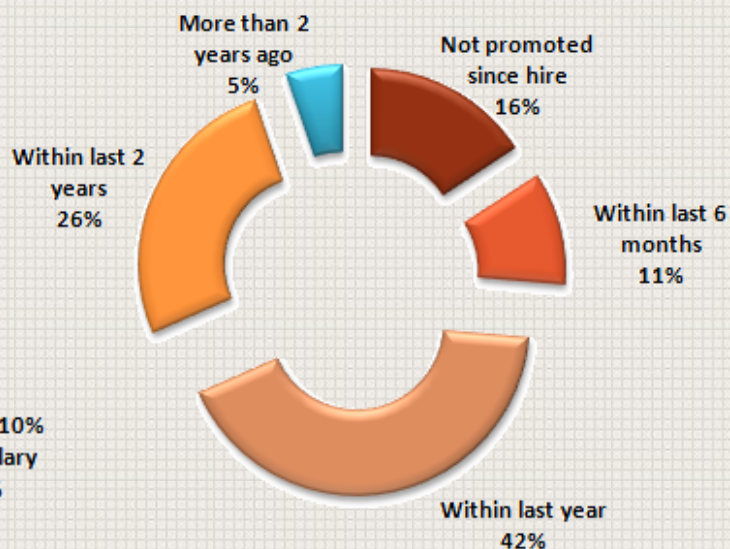
Middle Level BPO Customer Service Professional

The average salaries for middle level BPO professionals is found to be Rs. 49,005/- nationally, Karachi average is Rs.54,150/- and Rs. 30,000/- Lahore average.

Average Salaries

Lahore PKR 30,000.00

Karachi PKR 54,150.00

National PKR 49,005.38

Benefits

not answered 5%

No Benefits 26%

Others 37%

Mobile + fuel 21%

Mobile only 11%

Promotion

More than 2 years ago 5%

Not promoted since hire 16%

Within last 2 years 26%

Within last 6 months 11%

Within last year 42%

Increments

greater than 20% base salary 16%

around 10% base salary 37%

between 15% and 20% base salary 16%

between 10% and 15% base salary 31%

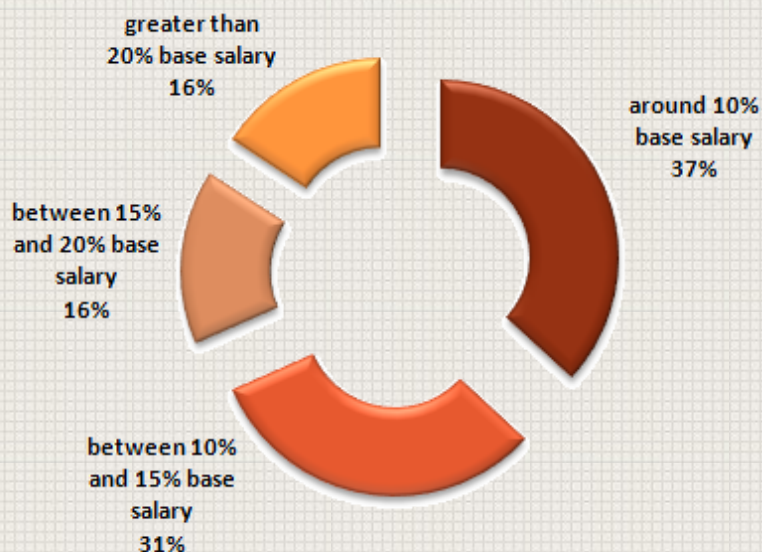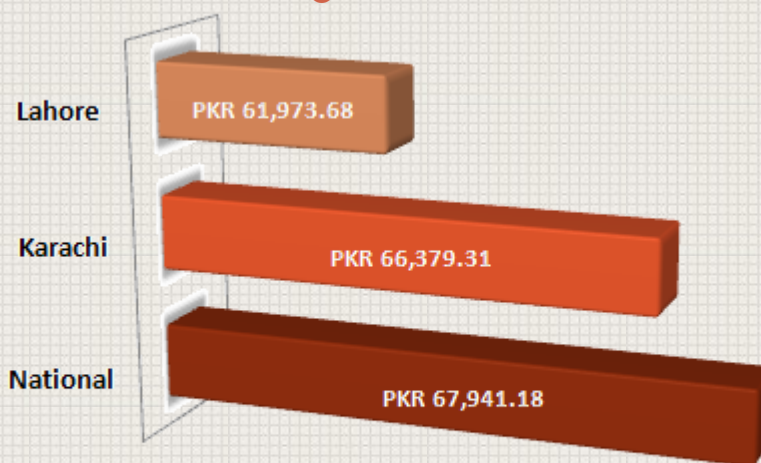**5.3%** of the middle level BPO professionals in Pakistan are being paid more than Rs. 125,000/- per month in basic salary.

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Senior Level BPO Customer Service Professional
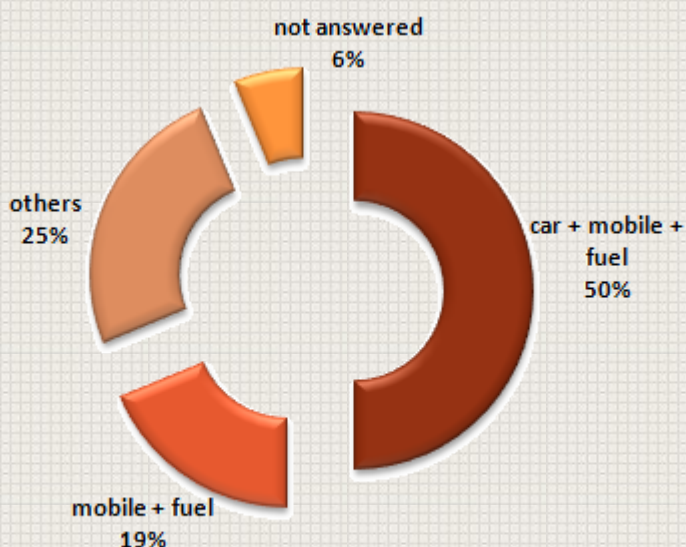
The average salaries for senior level BPO professionals is found to be Rs. 67,941.18/- nationally,
Karachi average is Rs.66,379.31/- and Rs. 61,973.68/- Lahore average.

Average Salaries

Lahore — PKR 61,973.68

Karachi — PKR 66,379.31

National — PKR 67,941.18

Benefits

not answered
6%

others
25%

car + mobile + fuel
50%

mobile + fuel
19%

Promotion

not answered
13%

Not promoted since hire
19%

More than 2 years ago
6%

Within last 2 years
31%

Within last year
31%

Increments

No increment
6%

greater than 20% base salary
25%

around 10% base salary
12%

between 15% and 20% base salary
19%

between 10% and 15% base salary
38%
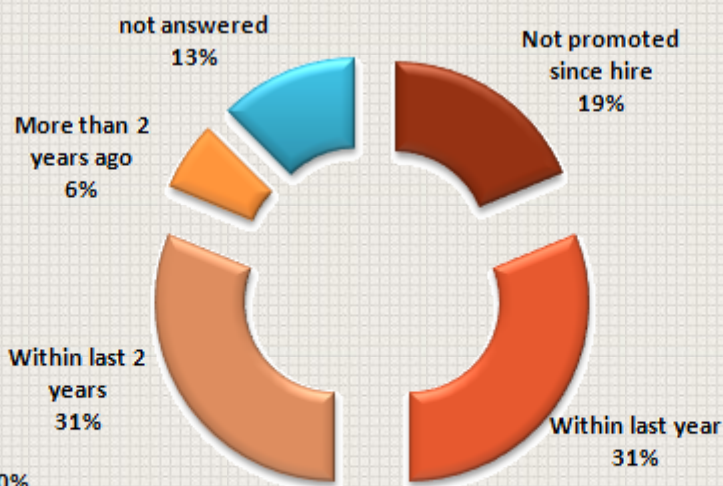
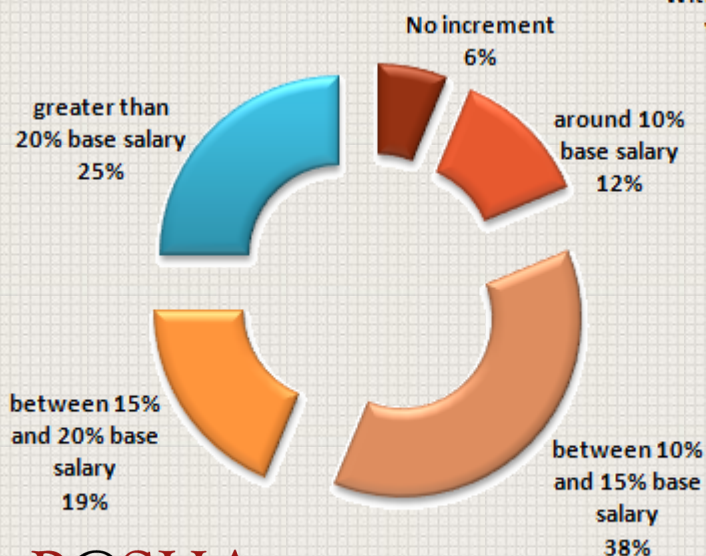**6.3%** of the senior BPO professionals in Pakistan are being paid more than Rs. 150,000/- per month in basic salary.

"Findings from 80 Android Programmers Nationwide"

Entry Level 58% Middle Level 43%

Average Nationwide Salaries

Middle — PKR 52,426.47

Entry — PKR 35,434.78
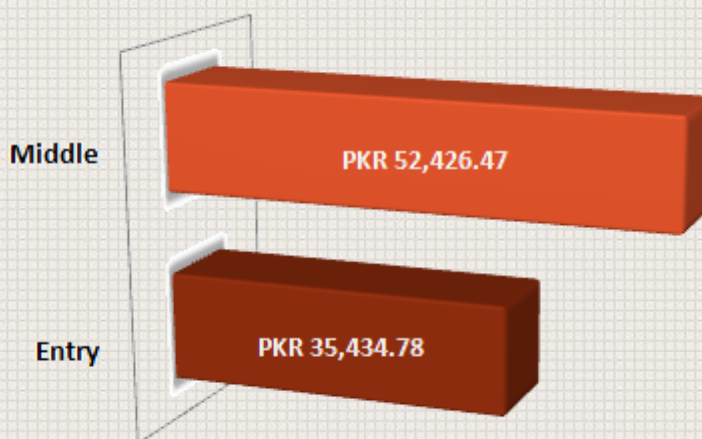
Entry Level at Rs. 35,434.78/- per month where 5.6% are being paid above Rs. 60,000/- per month and Middle level at Rs. 52,426.47/- where 8.3% are being paid above Rs. 100,000/-

Note
Throughout the survey an entry level function denotes 0-3 years of experience, middle level represents 4-6 years of experience and a senior level employee is believed to have over 6 years of experience

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Entry Level Android Programmer

Average Salaries

Islamabad	PKR 47,000.00
Lahore	PKR 33,625.00
Karachi	PKR 37,343.75
National	PKR 35,434.78

24%

Islamabad pays Entry level android programmers 24% more than the national average
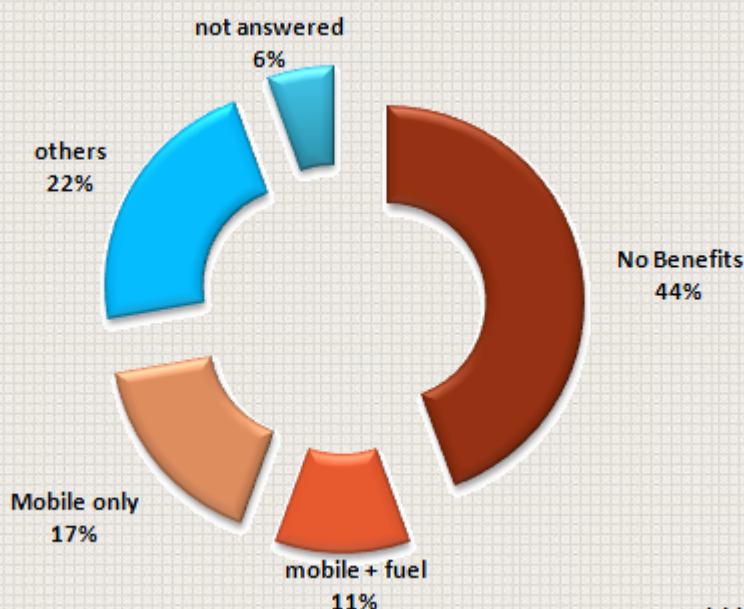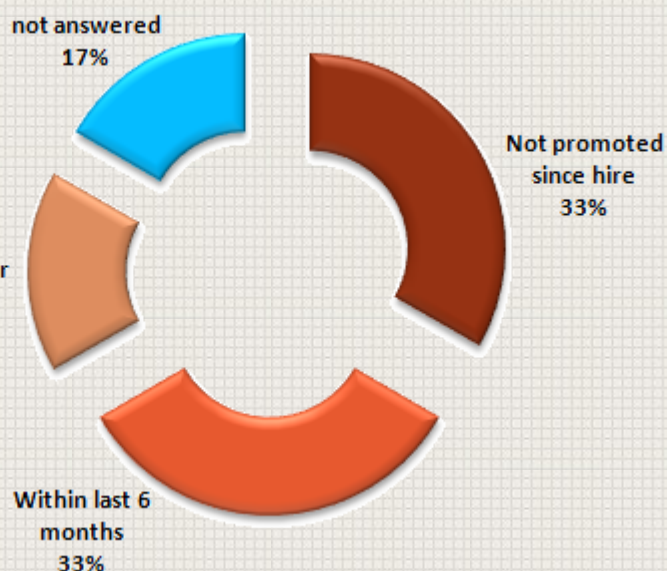
Benefits

- not answered 6%
- others 22%
- No Benefits 44%
- mobile + fuel 11%
- Mobile only 17%

Promotion

- not answered 17%
- Not promoted since hire 33%
- Within last year 17%
- Within last 6 months 33%

Increments

- not answered 17%
- No increment 22%
- greater than 20% base salary 17%
- around 10% base salary 17%
- between 15% and 20% base salary 22%
- between 10% and 15% base salary 5%

5.6% of the entry level Android programmers in Pakistan are being paid more than Rs. 60,000/- per month in basic salary.

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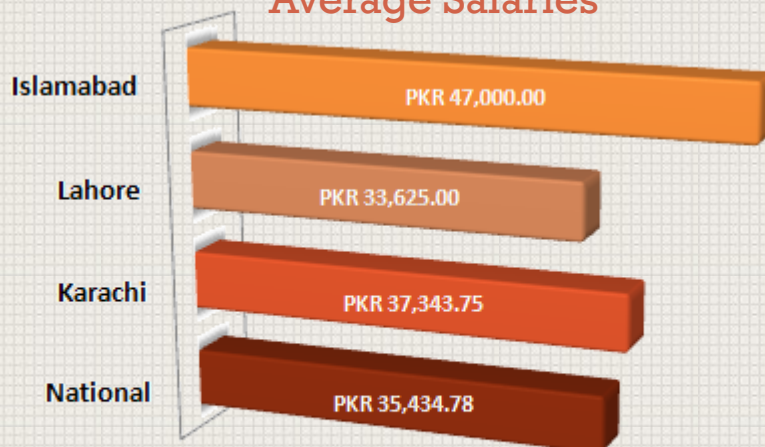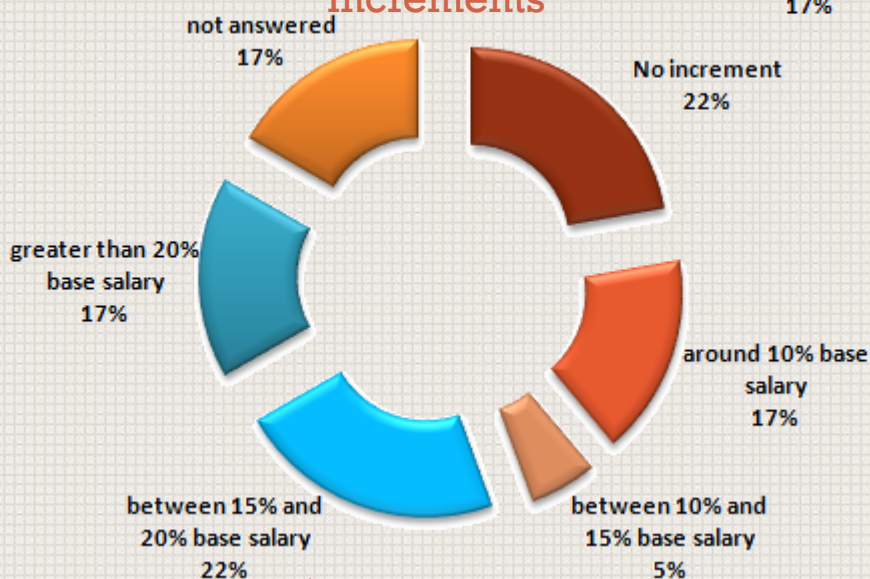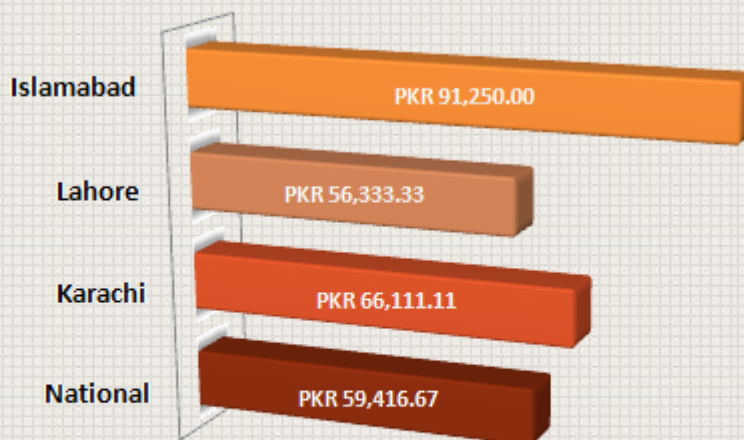for IT & ITES

Middle Level Android Programmer

▲ 11%

Karachi pays
Middle level android
programmers 11% more
than the national average
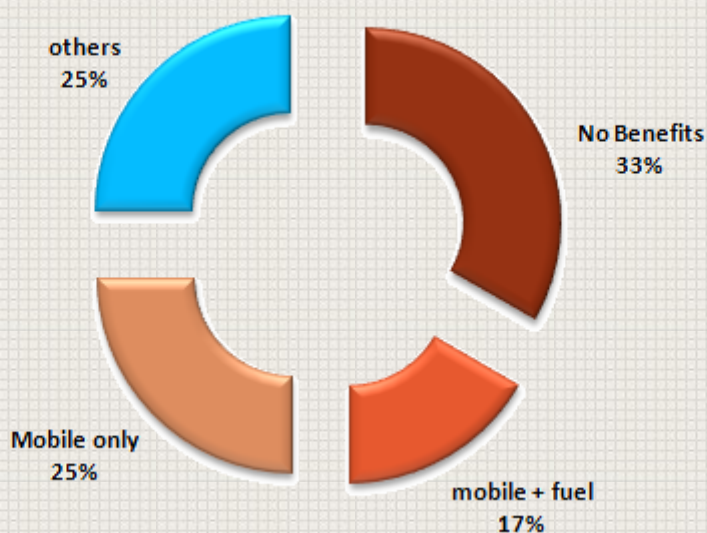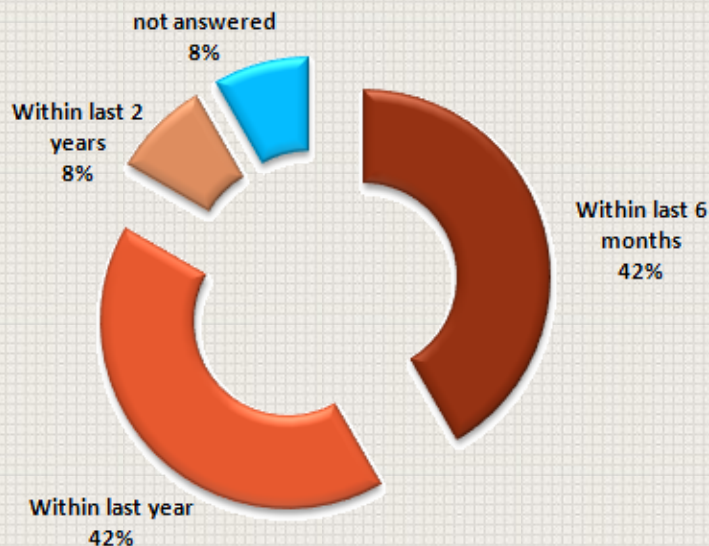
Average Salaries

Islamabad	PKR 91,250.00
Lahore	PKR 56,333.33
Karachi	PKR 66,111.11
National	PKR 59,416.67

Benefits

others
25%

No Benefits
33%

Mobile only
25%

mobile + fuel
17%

Promotion

not answered
8%

Within last 2
years
8%

Within last 6
months
42%

Within last year
42%

Increments

not answered
8%

between 10% and
15% base salary
33%

greater than 20%
base salary
42%

between 15% and
20% base salary
17%

8.3% of the middle
level Android programmers
in Pakistan are being paid
more than Rs. 100,000/- per
month in basic salary.

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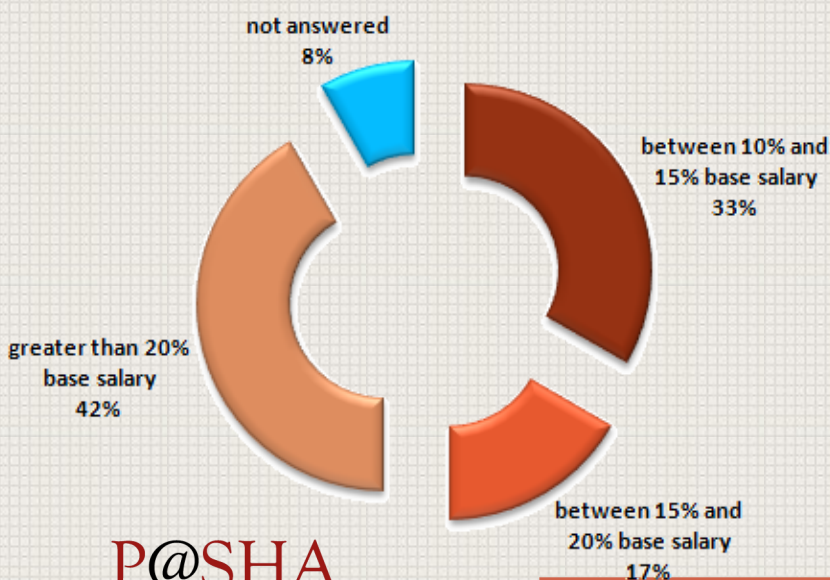for IT & ITES

"Findings from 73 iOS Programmers Nationwide"

| Entry Level 48% | Middle Level 52% |

Average Nationwide Salaries

Middle — PKR 68,313.95

Entry — PKR 39,642.86
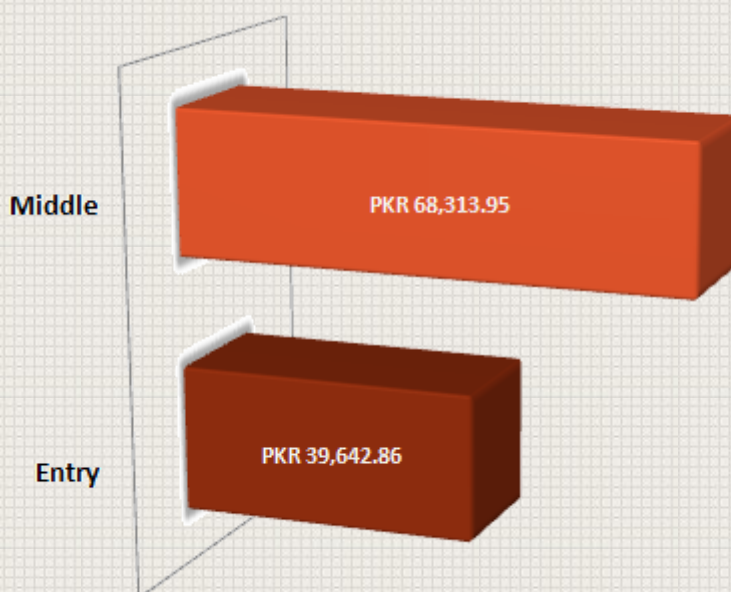
Entry Level at Rs. 39,642.86/- per month where 9.1% are being paid above Rs. 60,000/- per month and Middle level at Rs. 68,313.95/- where 27.3% are being paid above Rs. 100,000/-

Note
Throughout the survey an entry level function denotes 0-3 years of experience, middle level represents 3-6 years of experience and a senior level employee is believed to have over 6 years of experience

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Entry Level iOS Programmer

▲ Rs.5608

Karachi pays
Entry level iOS
programmers 14% more
than the national
average

Average Salaries

Lahore	PKR 41,428.57
Karachi	PKR 45,250.00
National	PKR 39,642.86

Benefits

- not answered 9%
- others 27%
- mobile + fuel 9%
- No Benefits 55%

Promotion

- not answered 18%
- Not promoted since hire 36%
- Within last 6 months 46%

Increments

- No increment 9%
- around 10% base salary 9%
- not answered 18%
- greater than 20% base salary 9%
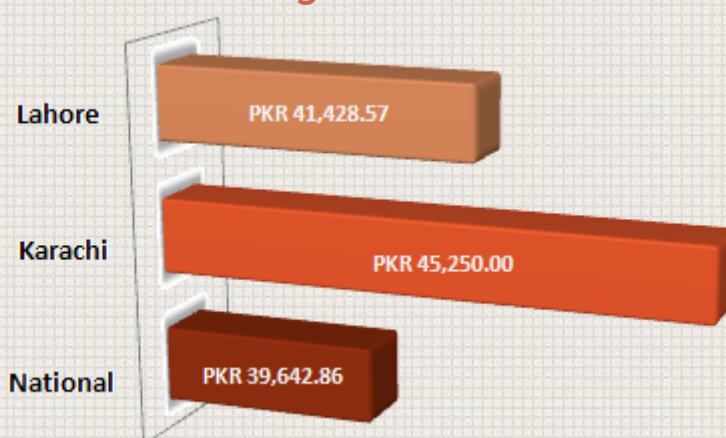- between 15% and 20% base salary 27%
- between 10% and 15% base salary 28%
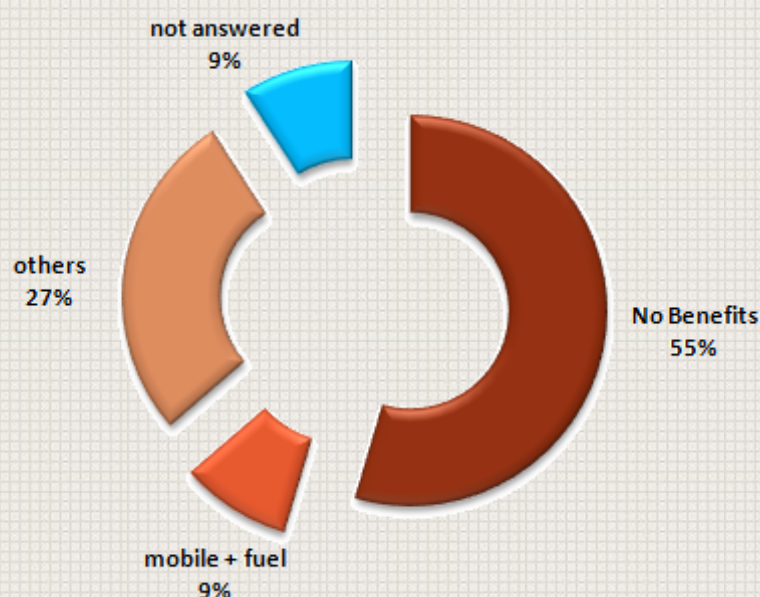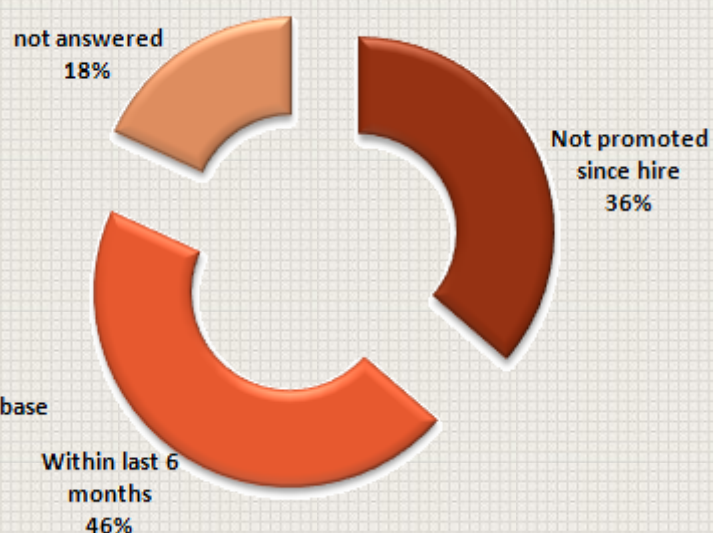
9.1% of the entry level iOS programmers in Pakistan are being paid more than Rs. 60,000/- per month in basic salary.

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iOS

Middle Level iOS Programmer

Average Salaries

▲ **34%**

Islamabad pays Middle level iOS programmers 34% more than the national average

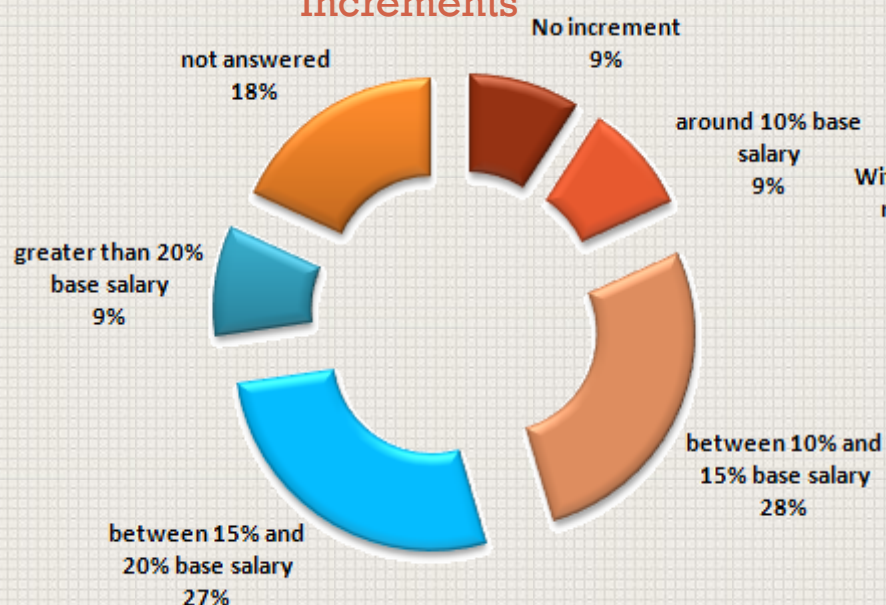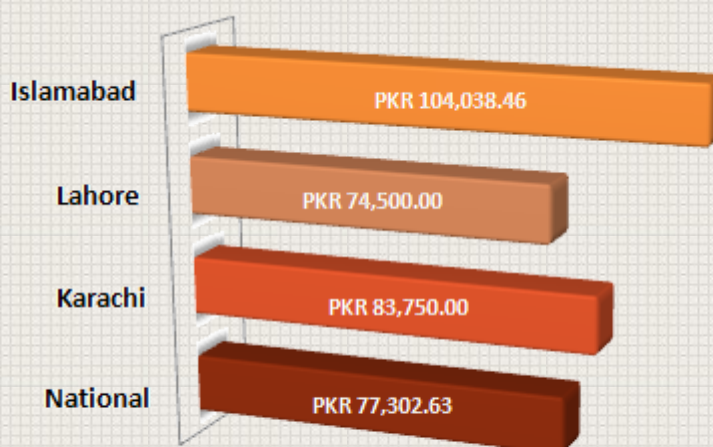|	
Islamabad	PKR 104,038.46
Lahore	PKR 74,500.00
Karachi	PKR 83,750.00
National	PKR 77,302.63

Benefits

not answered
9%

No Benefits
27%

others
37%

mobile + fuel
18%

Mobile only
9%

Promotion

not answered
18%

Not promoted since hire
18%

Within last 2 years
18%

Within last 6 months
18%

Within last year
28%

Increments

No increment
9%

not answered
27%

around 10% base salary
18%

greater than 20% base salary
9%

between 10% and 15% base salary
9%

between 15% and 20% base salary
28%
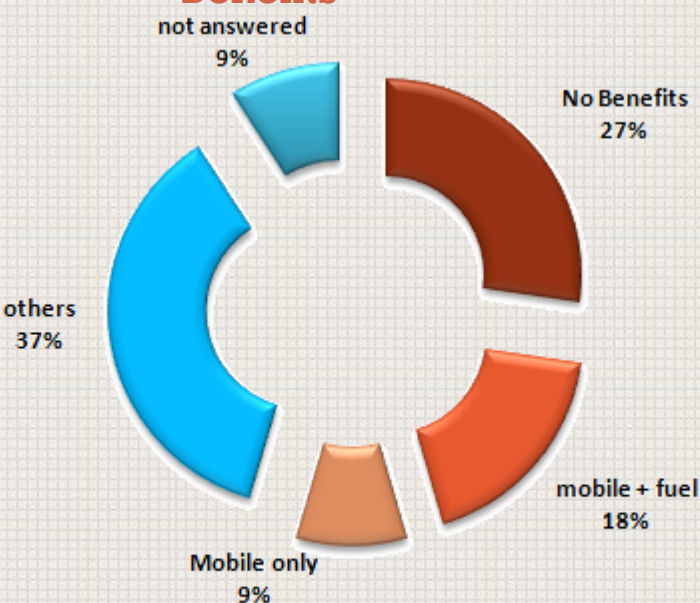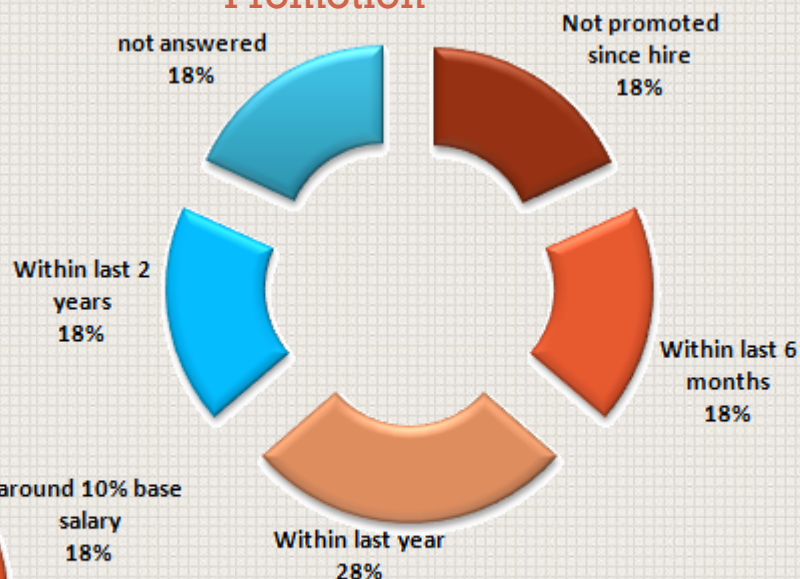
27.3% of the middle level iOS programmers in Pakistan are being paid more than Rs. 100,000/- per month in basic salary.

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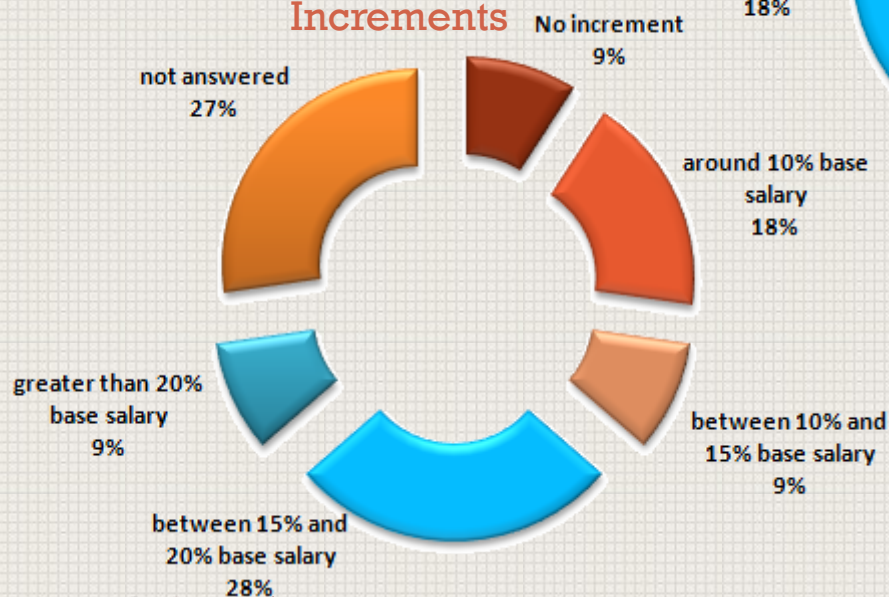for IT & ITES

"Findings from 279 java Programmers Nationwide"

| Entry Level 29% | Middle Level 41% | Senior Level 30% |

Average Nationwide Salaries

Senior — PKR 99,821.43

Middle — PKR 75,372.81

Entry — PKR 43,620.69
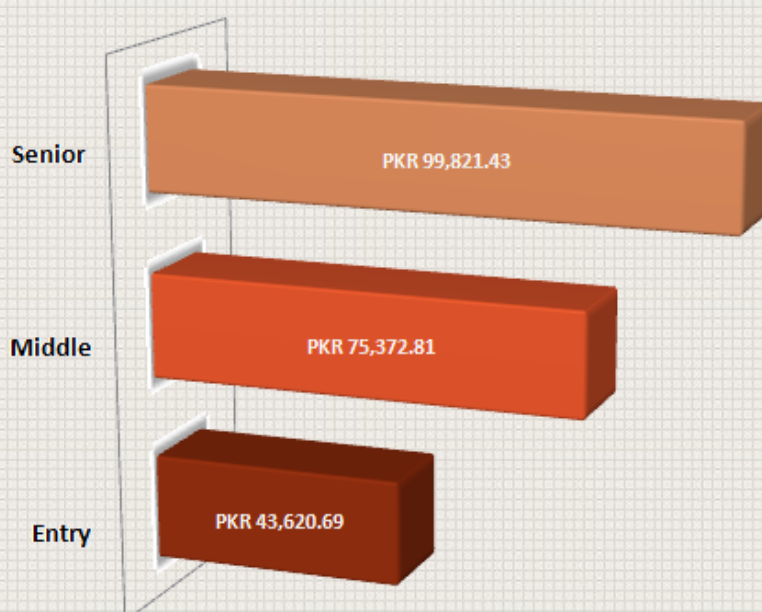
Entry Level at Rs. 43,620.69/- per month where 5.0% are being paid above Rs. 80,000/- per month, Middle level at Rs. 75,372.81/- where 7.1% are being paid above Rs. 125,000/- and Senior level at Rs. 99,821.43 where 8.7% are paid above Rs. 225,000/- per month

Note
Throughout the survey an entry level function denotes 0-3 years of experience, middle level represents 4-6 years of experience and a senior level employee is believed to have over 6 years of experience

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Entry Level java Programmer

java

2.5%
Karachi pays entry level java programmers 2.5% more than the national average

Average Salaries

Islamabad — PKR 45,000.00
Lahore — PKR 45,681.82
Karachi — PKR 48,035.71
National — PKR 46,851.85

Benefits

No Benefits
40%

Others
55%

mobile + fuel
5%

Promotion

Within last 2 years
5%

More than 2 years ago
5%

Not promoted since hire
30%

Within last year
35%

Within last 6 months
25%

Increments

No increment
20%

between 15% and 20% base salary
40%

around 10% base salary
15%

between 10% and 15% base salary
25%
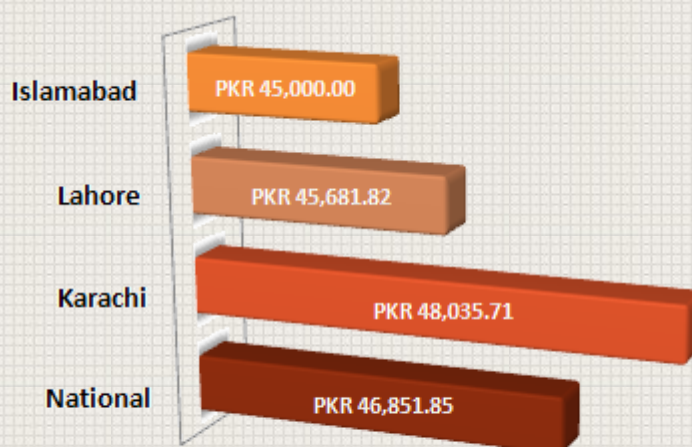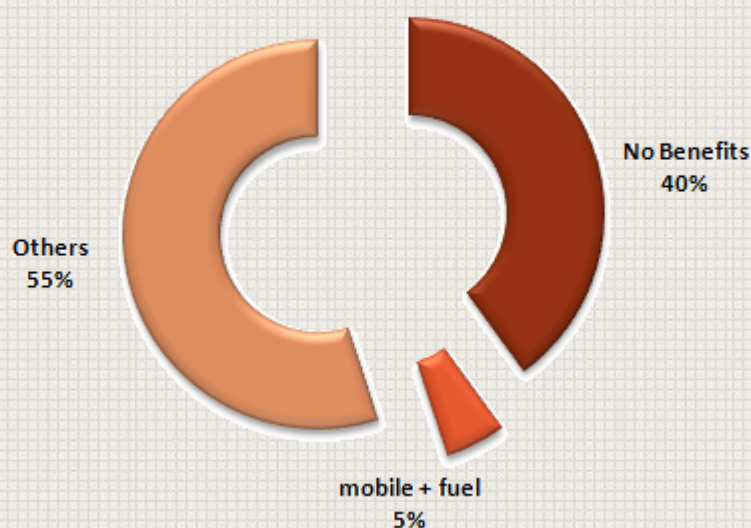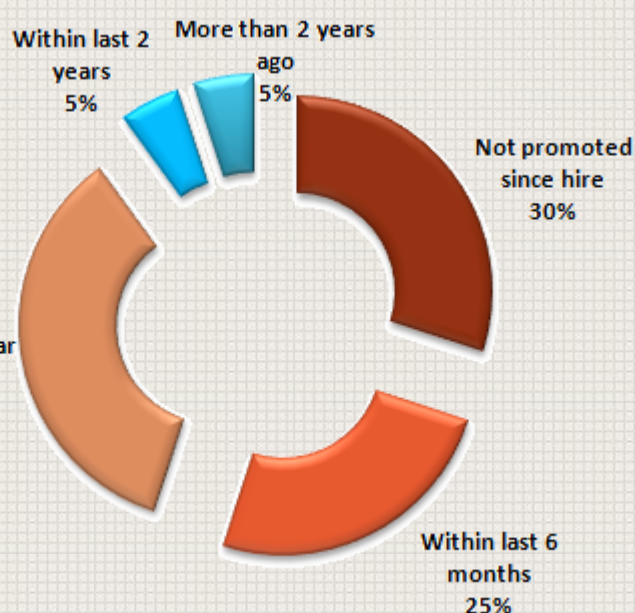
5.0% of the entry level java programmers in Pakistan are being paid more than Rs. 80,000/- per month in basic salary.

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Middle Level java Programmer

14%
Lahore pays Middle level java programmers 14% less than the national average
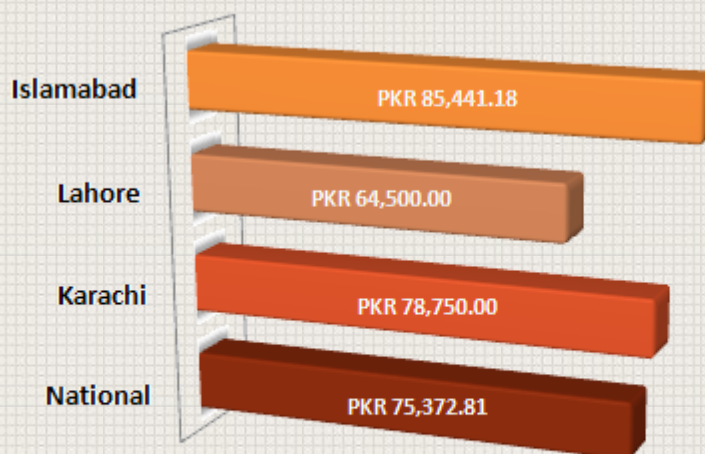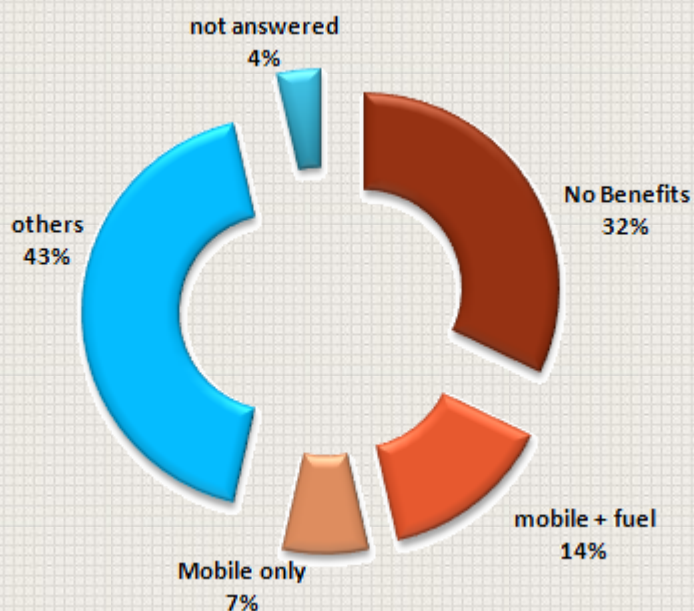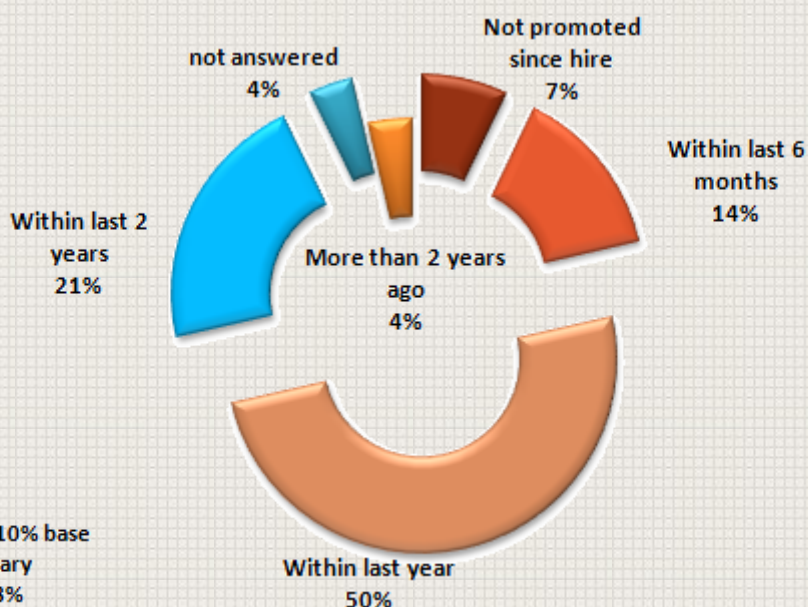
City	Salary
Islamabad	PKR 85,441.18
Lahore	PKR 64,500.00
Karachi	PKR 78,750.00
National	PKR 75,372.81

Benefits

- not answered 4%
- No Benefits 32%
- others 43%
- mobile + fuel 14%
- Mobile only 7%

Promotion

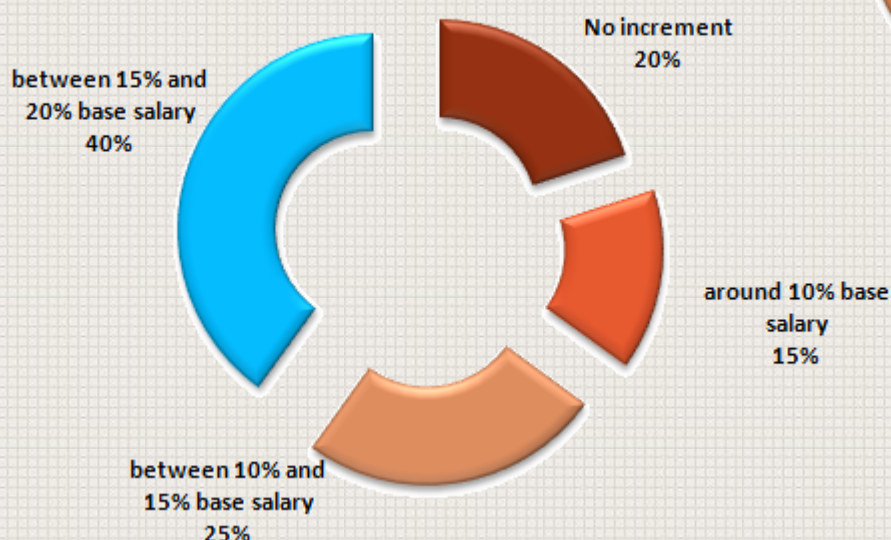- not answered 4%
- Not promoted since hire 7%
- Within last 6 months 14%
- Within last 2 years 21%
- More than 2 years ago 4%
- Within last year 50%

Increments

- not answered 3%
- No increment 3%
- around 10% base salary 18%
- greater than 20% base salary 18%
- between 15% and 20% base salary 29%
- between 10% and 15% base salary 29%

7.1% of the Middle level java programmers in Pakistan are being paid more than Rs. 125,000/- per month in basic salary.

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Senior Level java Programmer

Average Salaries

The average salary for senior level
java programmers is found to be
Rs. 99,821.43/- Nationally,
Rs.117,000/- Karachi average,
Rs. 81,388.89/- Lahore average and
Rs. 131,785.71/- Islamabad average.

Islamabad — PKR 131,785.71

Lahore — PKR 81,388.89

Karachi — PKR 117,000.00

National — PKR 99,821.43

Benefits

No Benefits
17%

car + mobile
9%

car + mobile +
fuel
4%

Mobile only
9%

mobile + fuel
9%

Others
52%

Promotion

More than 2 years
ago
9%

Not promoted
since hire
4%

Within last 6
months
18%

Within last 2
years
17%

Within last year
52%

Increments

not answered
4%

around 10% base
salary
13%

greater than 20%
base salary
22%

between 10% and
15% base salary
31%

between 15% and
20% base salary
30%

8.7% of the senior
java programmers in
Pakistan are being paid more
than Rs. 225,000/- per month
in basic salary.

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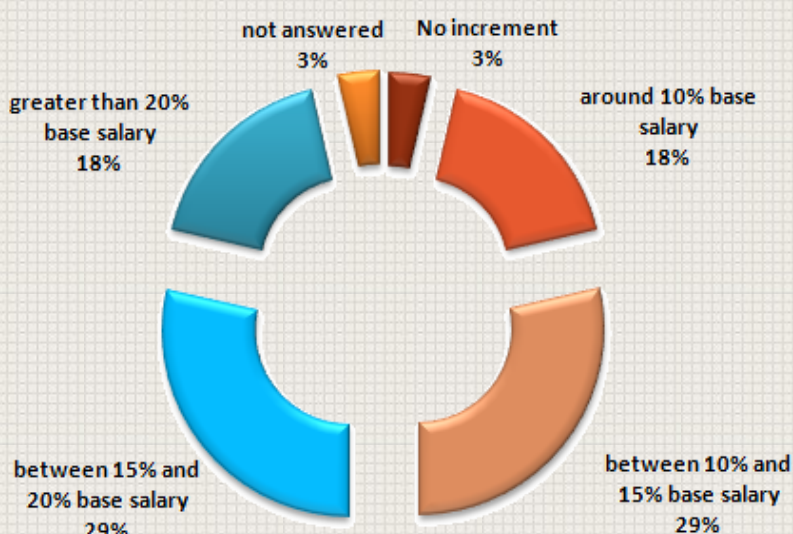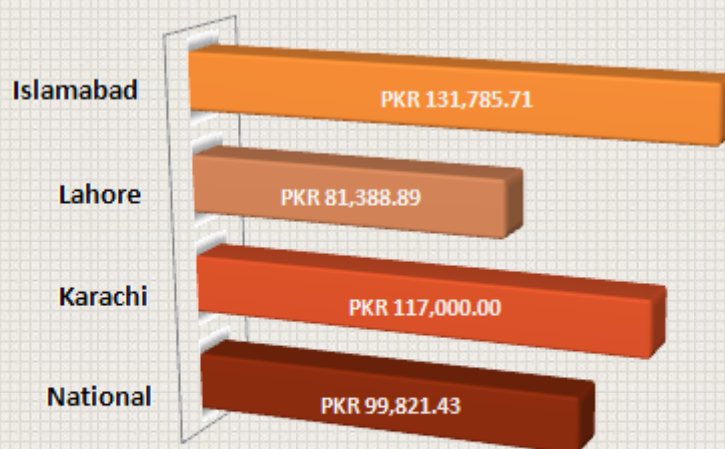for IT & ITES

"Findings from 454 .net Programmers Nationwide"

| Entry Level 37% | Middle Level 37% | Senior Level 27% |

Average Nationwide Salaries

Senior — PKR 94,462.81

Middle — PKR 65,568.86

Entry — PKR 37,680.72
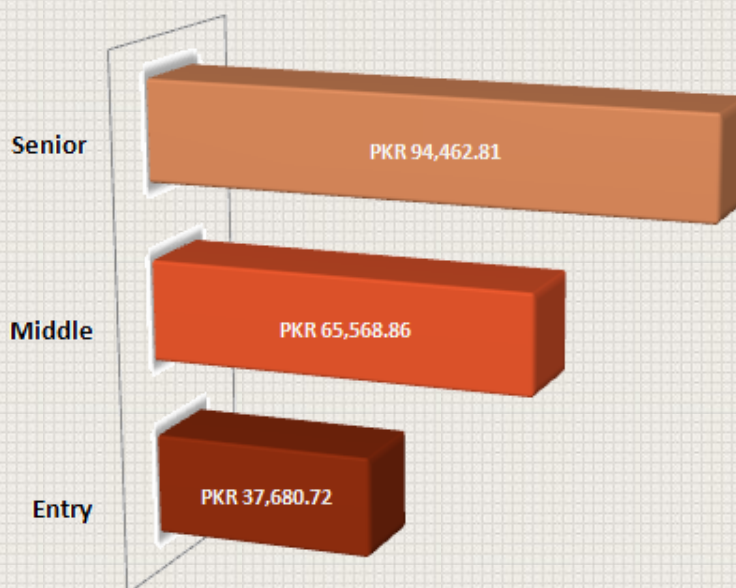
Entry Level at Rs. 37,680.72/- per month where 17.5% are being paid above Rs. 45,000/-
per month, Middle level at Rs. 65,568.86/- where 22% are being paid above Rs. 80,000/-
and Senior level at Rs. 94,462.81/- where 5.4% are paid above Rs. 175,000/- per month

Note
Throughout the survey an entry level function denotes 0-3 years of experience, middle level represents 4-6 years of
experience and a senior level employee is believed to have over 6 years of experience

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Entry Level .net Programmer

Average Salaries

Islamabad	PKR 46,875.00
Lahore	PKR 38,636.36
Karachi	PKR 36,147.06
National	PKR 37,680.72

24%

Islamabad pays the highest salaries to entry level .net programmers, 24% more than the national average

Benefits

not answered
10%

No Benefits
35%

Others
40%

mobile + fuel
15%

Promotion

More than 2 years ago
3%

Within last 2 years
8%

not answered
10%

Not promoted since hire
27%

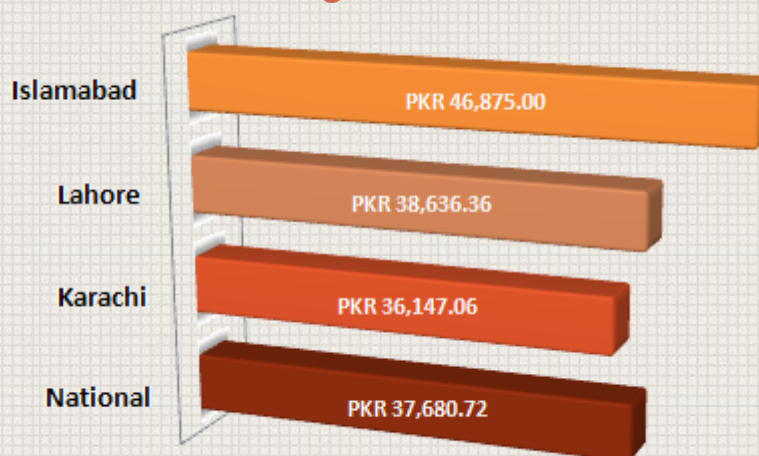Within last year
30%

around 10% base salary
12%

Within last 6 months
22%

17.5% of the entry level .net programmers in Pakistan are being paid more than Rs. 45,000/- per month in basic salary.

Increments

not answered
10%

No increment
12%

greater than 20% base salary
15%

between 15% and 20% base salary
23%

between 10% and 15% base salary
28%

P@SHA
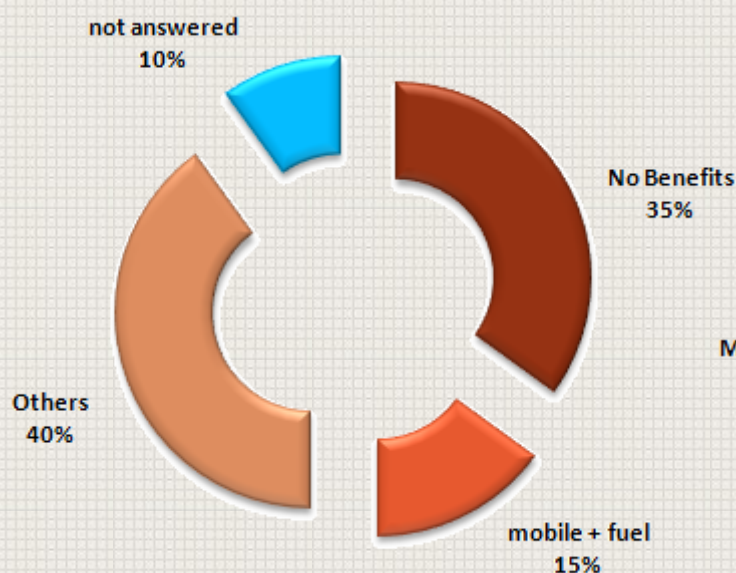Pakistan Software Houses Association
for IT & ITES

Middle Level .net Programmer

28%

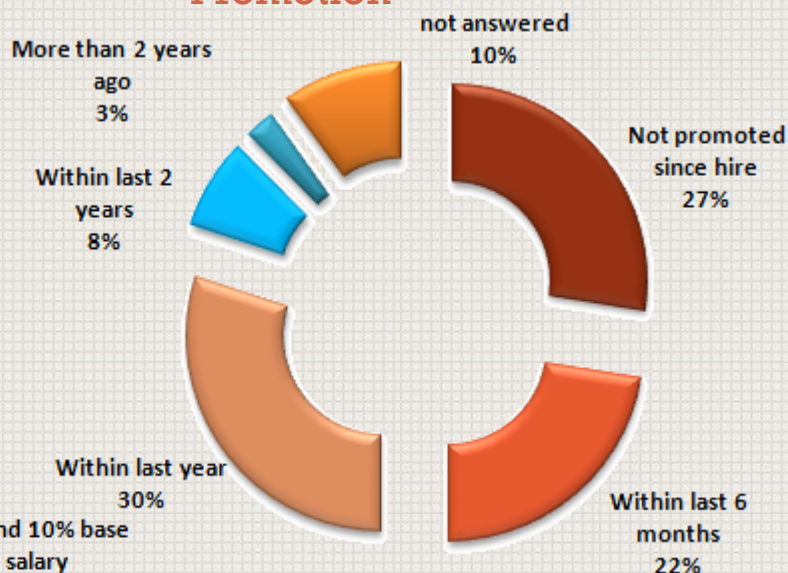Islamabad pays the highest salaries to middle level .net programmers, 28% more than the national average
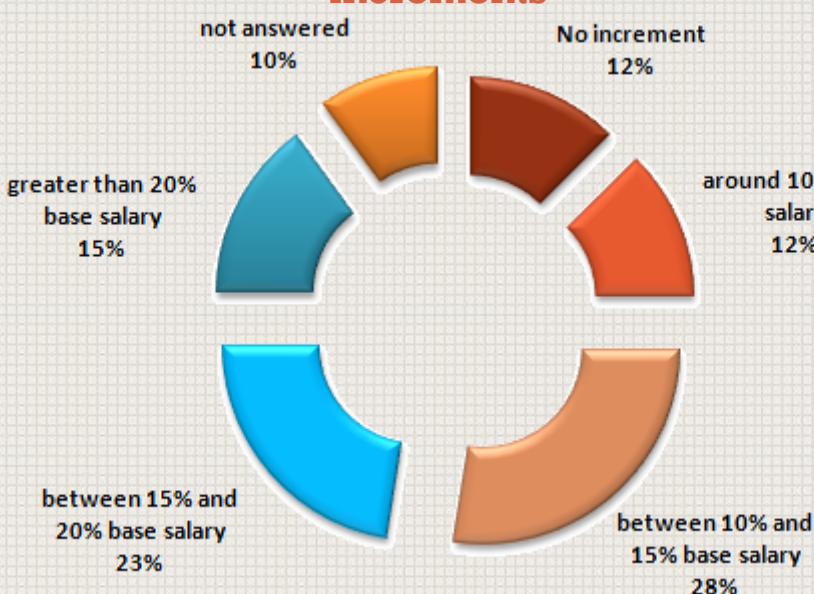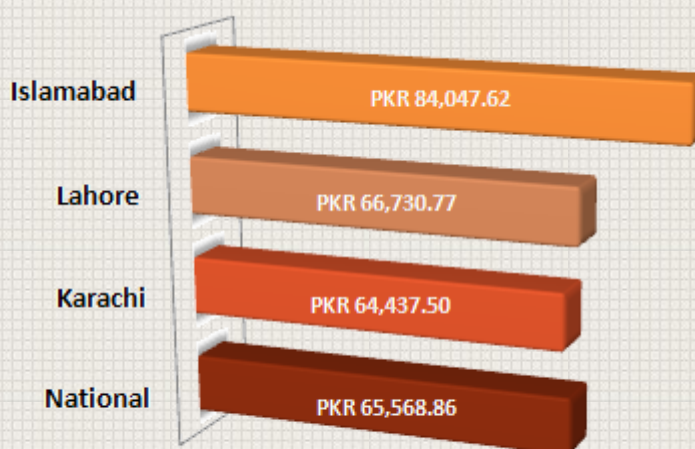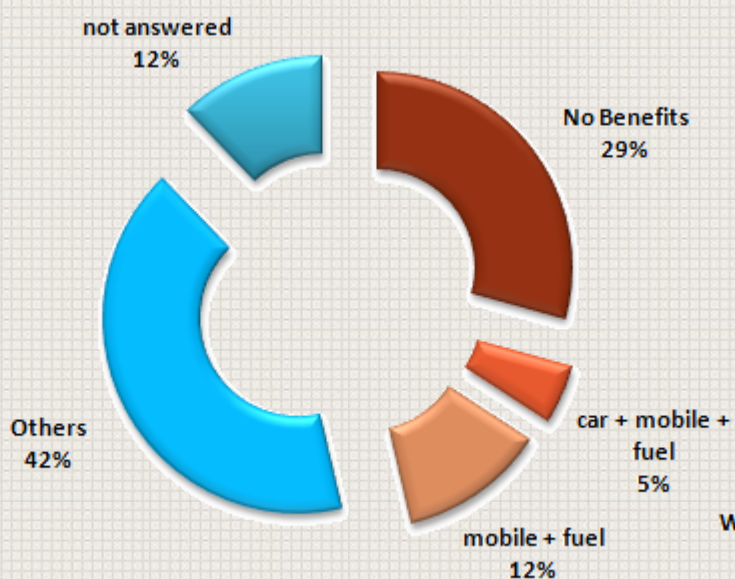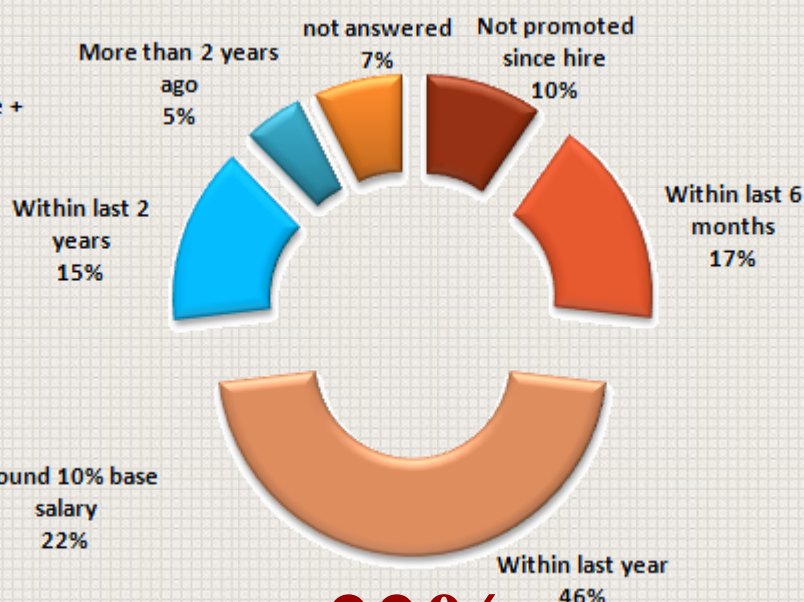
Average Salaries

City	Salary
Islamabad	PKR 84,047.62
Lahore	PKR 66,730.77
Karachi	PKR 64,437.50
National	PKR 65,568.86

Benefits

- not answered 12%
- No Benefits 29%
- car + mobile + fuel 5%
- mobile + fuel 12%
- Others 42%

Promotion

- not answered 7%
- Not promoted since hire 10%
- More than 2 years ago 5%
- Within last 6 months 17%
- Within last 2 years 15%
- Within last year 46%

22% of the middle level .net programmers in Pakistan are being paid more than Rs. 80,000/- per month in basic salary.

Increments

- not answered 7%
- No increment 5%
- around 10% base salary 22%
- greater than 20% base salary 20%
- between 15% and 20% base salary 27%
- between 10% and 15% base salary 19%

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Senior Level .net Programmer

Average Salaries

29%

Islamabad pays the highest salaries to senior level .net programmers, 29% more than the national average

Islamabad	PKR 122,100.00
Lahore	PKR 95,661.76
Karachi	PKR 85,416.67
National	PKR 94,462.81

Benefits

- not answered 3%
- No Benefits 23%
- others 39%
- car + mobile + fuel 13%
- mobile + fuel 16%
- Mobile only 6%

Promotion

- not answered 3%
- Not promoted since hire 3%
- More than 2 years ago 10%
- Within last 6 months 13%
- Within last 2 years 23%
- Within last year 48%

Increments

- not answered 3%
- No increment 3%
- greater than 20% base salary 19%
- around 10% base salary 23%
- between 15% and 20% base salary 20%
- between 10% and 15% base salary 32%
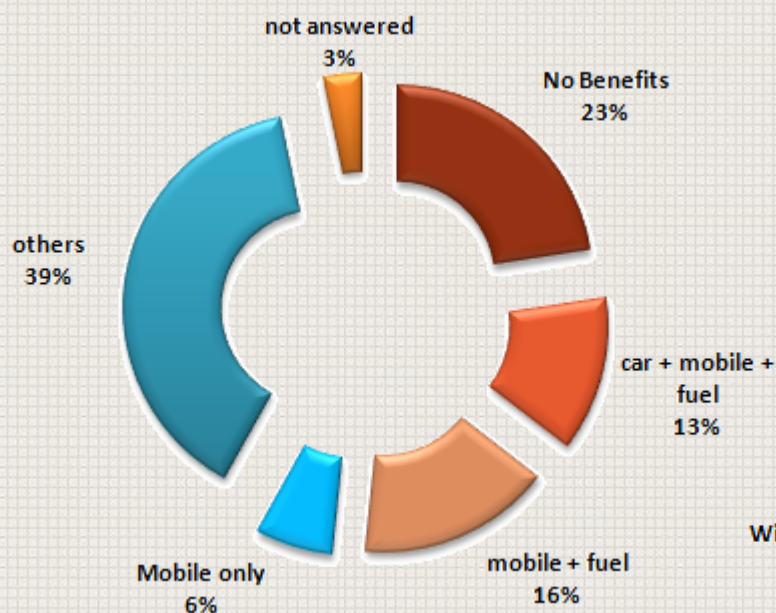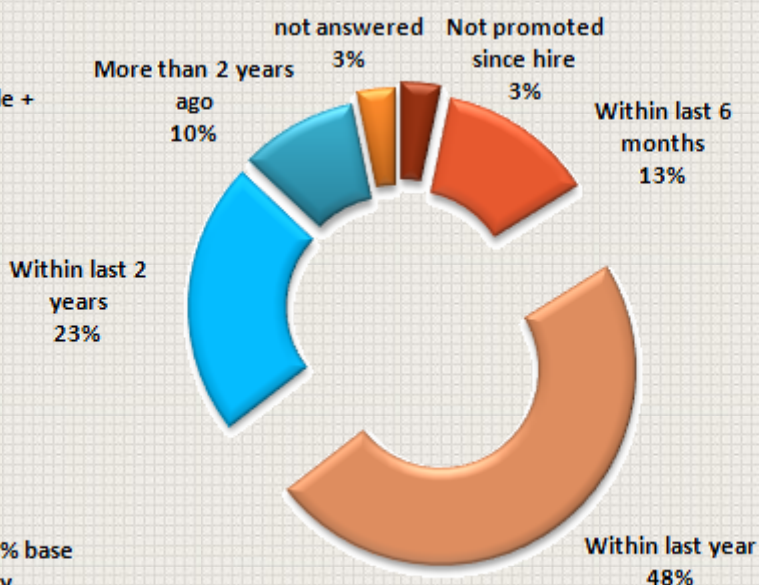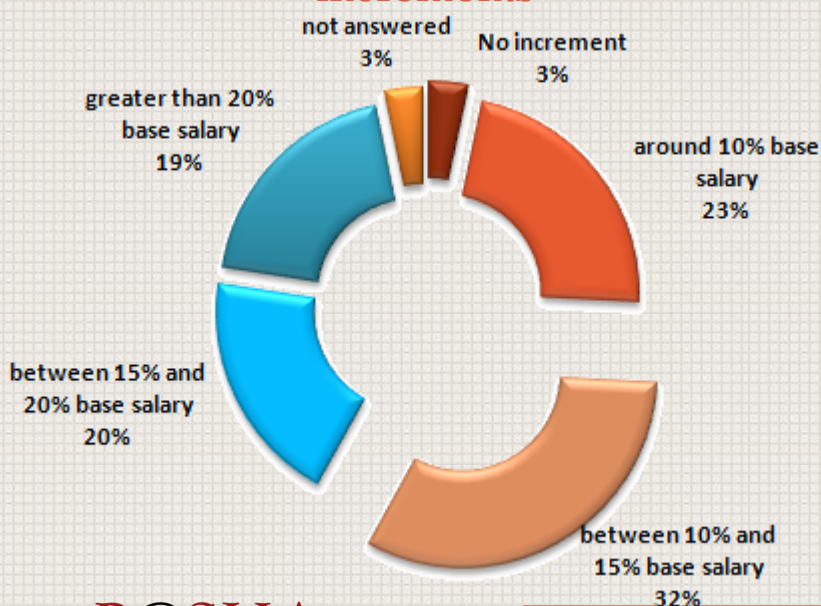
5.4% of the senior .net programmers in Pakistan are being paid more than Rs. 175,000/- per month in basic salary.
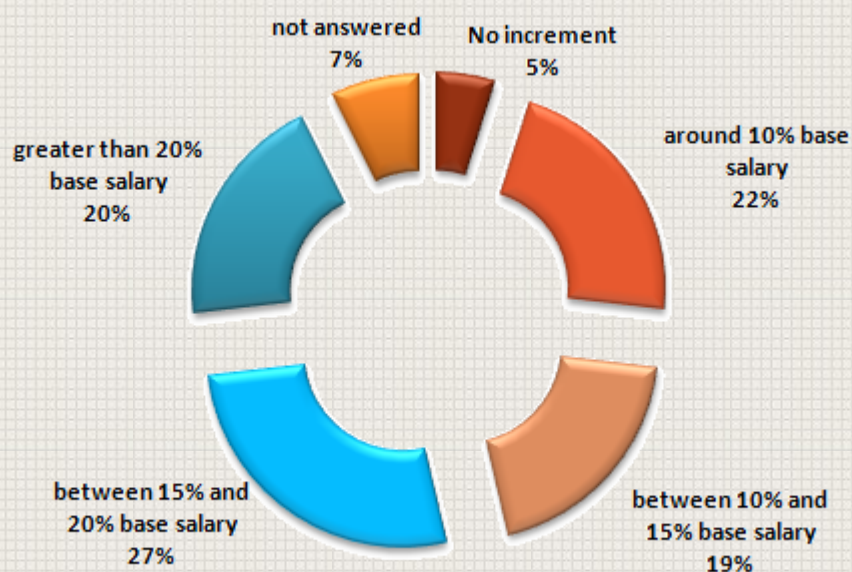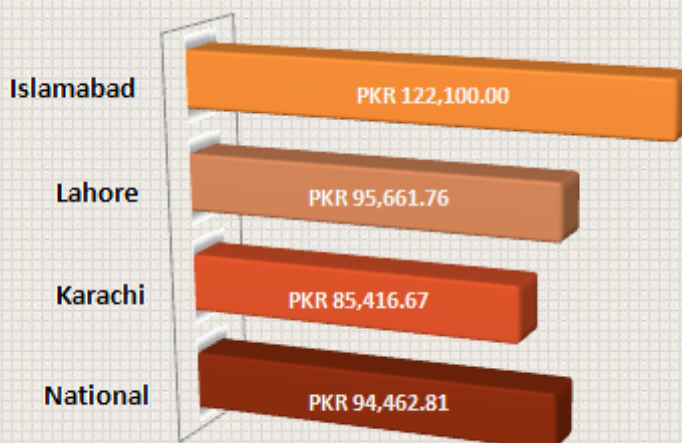
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"Findings from 20 Ruby Programmers Nationwide"

| Entry Level 60% | Middle Level 40% |

Average Nationwide Salaries

Middle — PKR 50,625.00

Entry — PKR 34,791.67
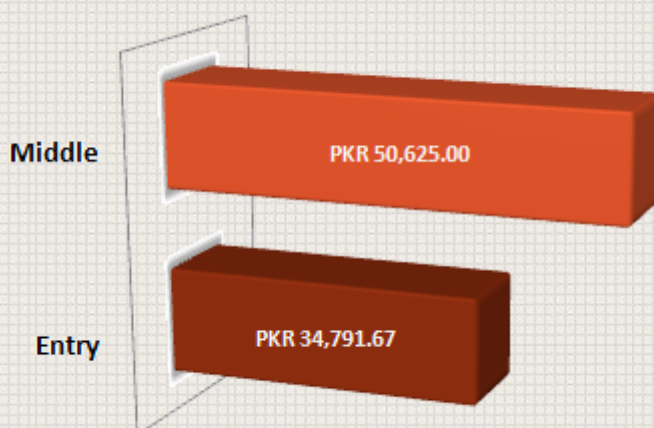
Entry Level at Rs. 34,791.67/- per month where 20% are being paid above Rs. 45,000/- per month and Middle level at Rs. 50,625.00/- where 20% are being paid above Rs. 80,000/-

Note
Throughout the survey an entry level function denotes 0-3 years of experience, middle level represents 4-6 years of experience and a senior level employee is believed to have over 6 years of experience

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Entry Level Ruby Programmer

The average monthly national salary for entry level ruby on rails programmer is found to be Rs. 34,791.67/-

Average Salaries

National

PKR 34,791.67

Benefits

not answered
20%

No Benefits
40%

others
20%

mobile + fuel
20%

Promotion

not answered
40%

Not promoted
since hire
40%

Within last year
20%

Increments

around 10% base
salary
20%

not answered
40%

between 10% and
15% base salary
20%

greater than 20%
base salary
20%
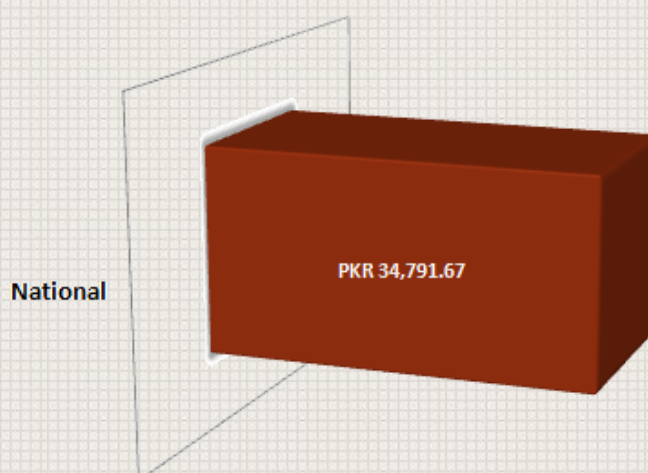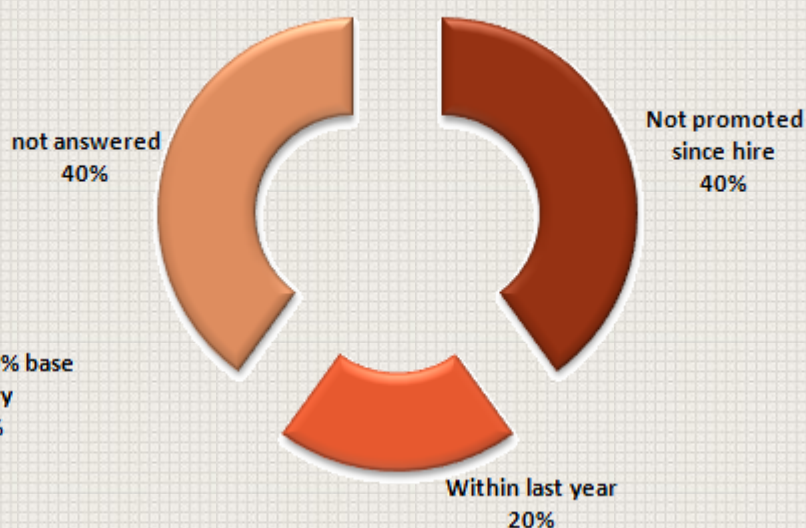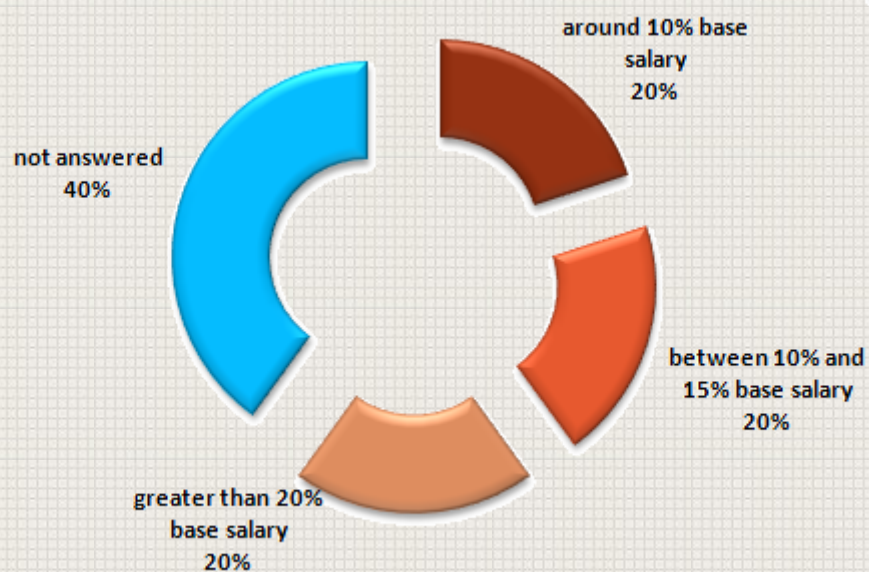
20% of the entry ruby on rails programmers in Pakistan are being paid more than Rs. 45,000/- per month in basic salary.

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for IT & ITES

Middle Level Ruby Programmer

The average monthly national salary for middle level ruby on rails programmer is found to be Rs. 50,625/-

Average Salaries

National

50,625.00

Benefits

not answered
20%

No Benefits
40%

others
20%

mobile + fuel
20%

Promotion

Within last 6 months
20%

not answered
40%

Within last year
20%

More than 2 years ago
20%

Increments

around 10% base salary
20%

not answered
40%

between 10% and 15% base salary
20%

greater than 20% base salary
20%
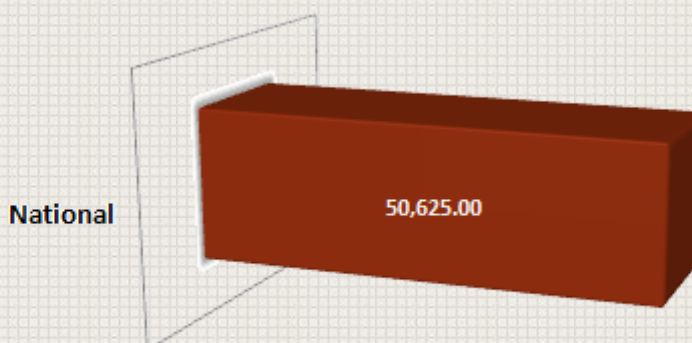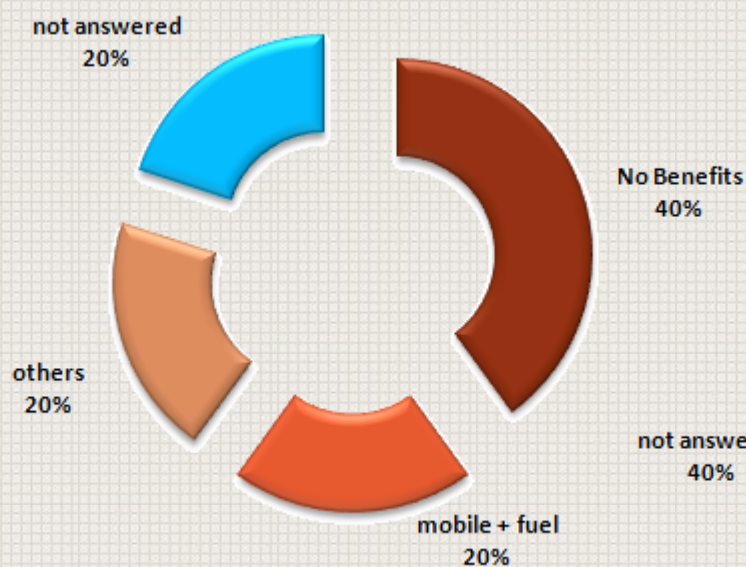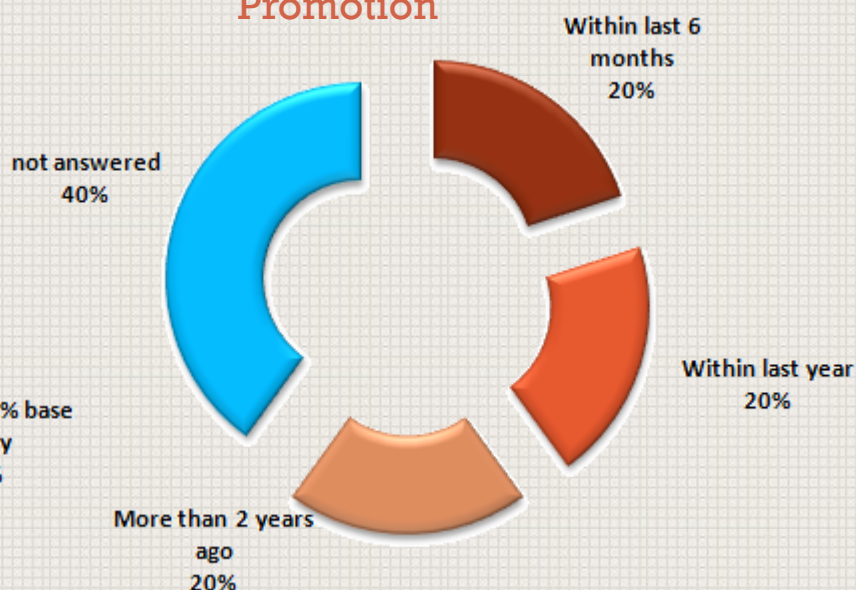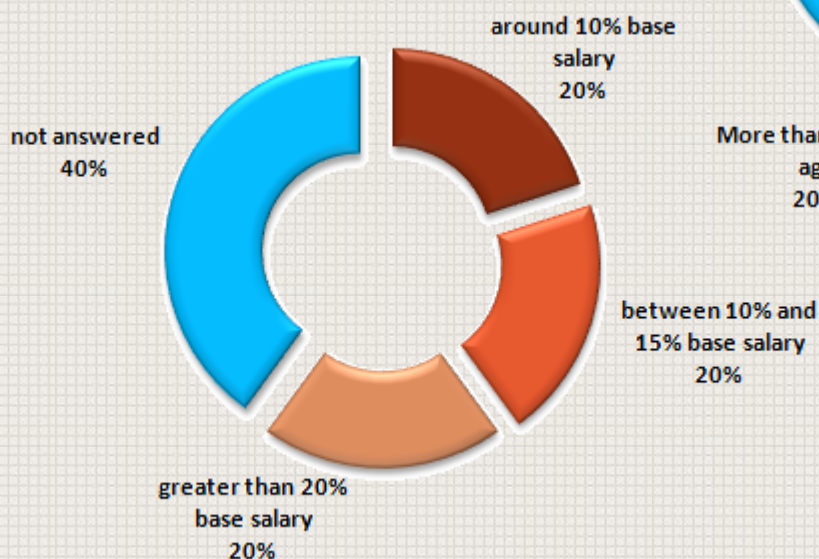
20% of the middle ruby on rails programmers in Pakistan are being paid more than Rs. 80,000/- per month in basic salary.

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"Findings from 198 Web Developing Programmers Nationwide"

| Entry Level 30% | Middle Level 42% | Senior Level 28% |

Average Nationwide Salaries

Senior — PKR 90,272.73

Middle — PKR 50,000.00

Entry — PKR 33,541.67
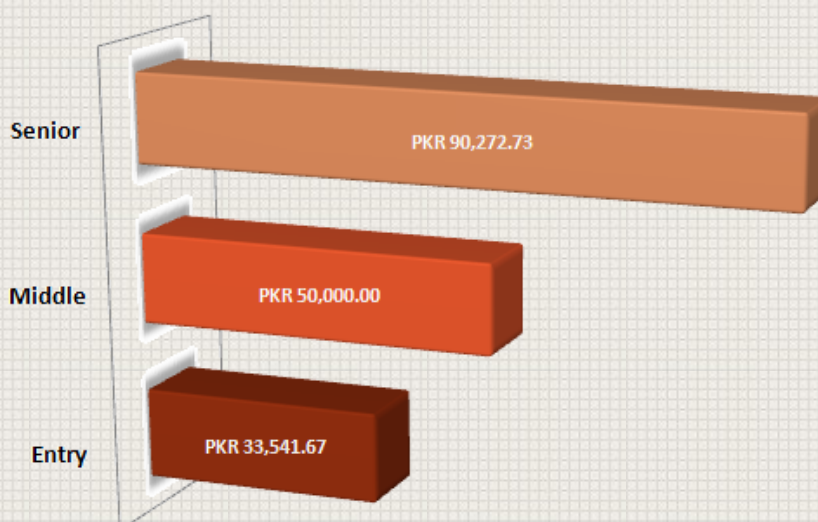
Entry Level at Rs.33,541.67/- per month where 13.6% of the respondents have said that their salaries are above Rs.45,000/- per month, Middle level at R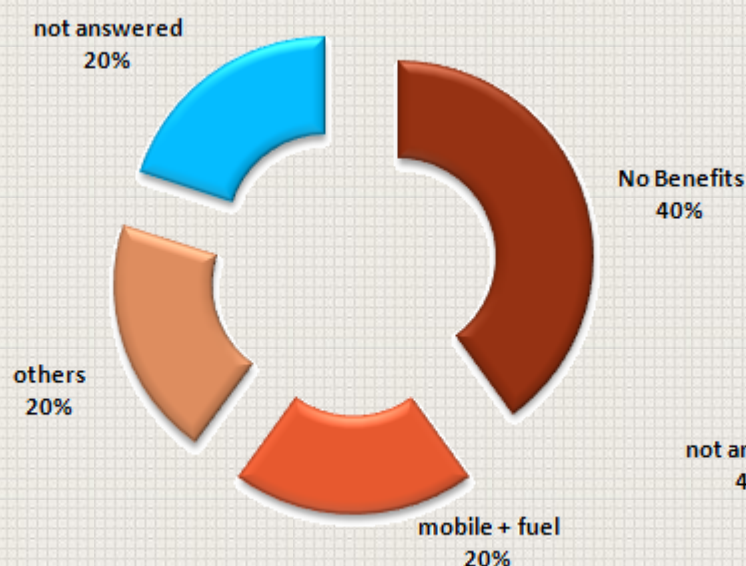s. 50,000.00/- where 10.7% are being paid above Rs.100,000/- and Senior level at Rs. 90,272.73/- per month where 11.8% are being paid more than Rs.150,000/- per month.

Note
Throughout the survey an entry level function denotes 0-3 years of experience, middle level represents 4-6 years of experience and a senior level employee is believed to have over 6 years of experience

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Entry Level Web Programmer

Average Salaries

9%
Lahore pays the least to entry level web programmers, 9% less than the national average

City	Salary
Islamabad	PKR 45,500.00
Lahore	PKR 30,500.00
Karachi	PKR 31,800.00
National	PKR 33,541.67
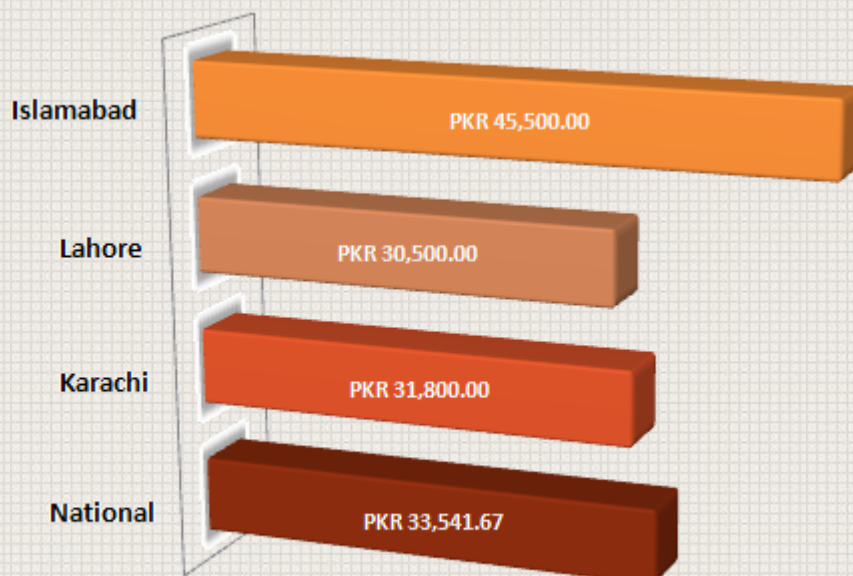
Benefits

- not answered 14%
- No Benefits 45%
- others 32%
- mobile + fuel 9%

Promotion

- not answered 14%
- Within last 2 years 5%
- Within last year 18%
- Not promoted since hire 36%
- Within last 6 months 27%

Increments

- not answered 14%
- No increment 23%
- greater than 20% base salary 14%
- between 10% and 15% base salary 4%
- between 15% and 20% base salary 18%
- around 10% base salary 27%

13.6% of the entry level web programmers in Pakistan are being paid more than Rs. 45,000/- per month in basic salary.

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Middle Level Web Programmer

Average Salaries

Islamabad	PKR 71,428.57
Lahore	PKR 48,750.00
Karachi	PKR 54,000.00
National	PKR 50,000.00

8%

Karachi pays 8% more than the national average and 11% more than Lahore to middle level web programmers

Benefits

- not answered 11%
- No Benefits 46%
- others 32%
- mobile + fuel 11%

Promotion

- More than 2 years ago 4%
- not answered 7%
- Not promoted since hire 14%
- Within last 2 years 11%
- Within last 6 months 14%
- Within last year 50%

Increments

- not answered 7%
- No increment 7%
- greater than 20% base salary 11%
- around 10% base salary 18%
- between 10% and 15% base salary 18%
- between 15% and 20% base salary 39%
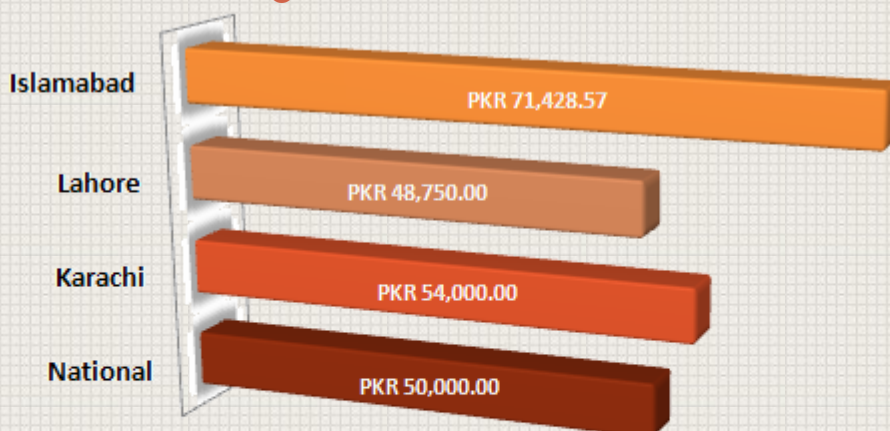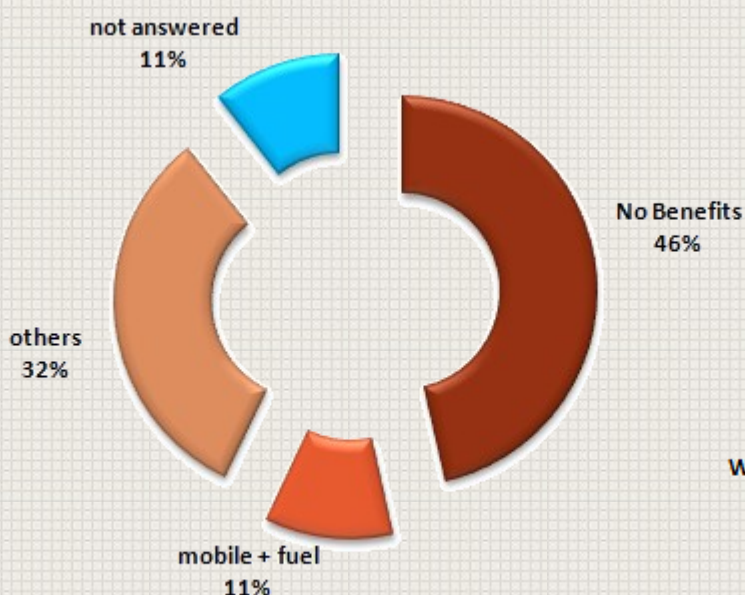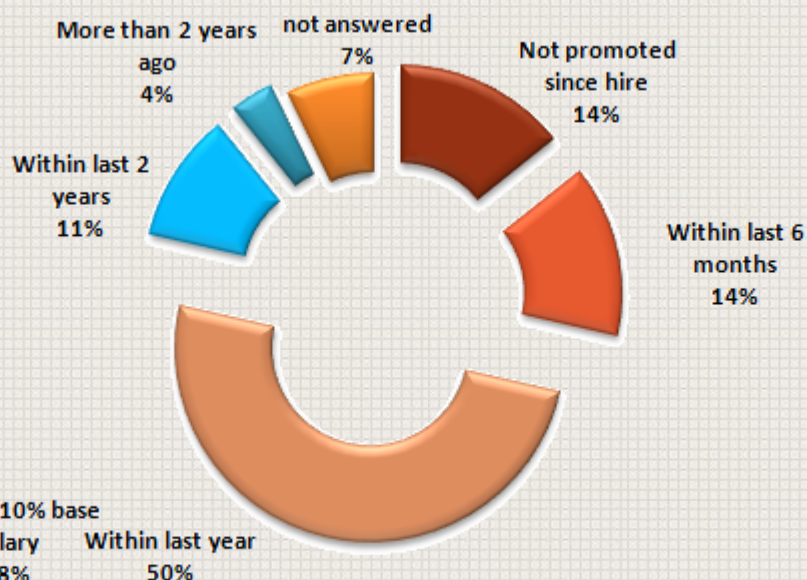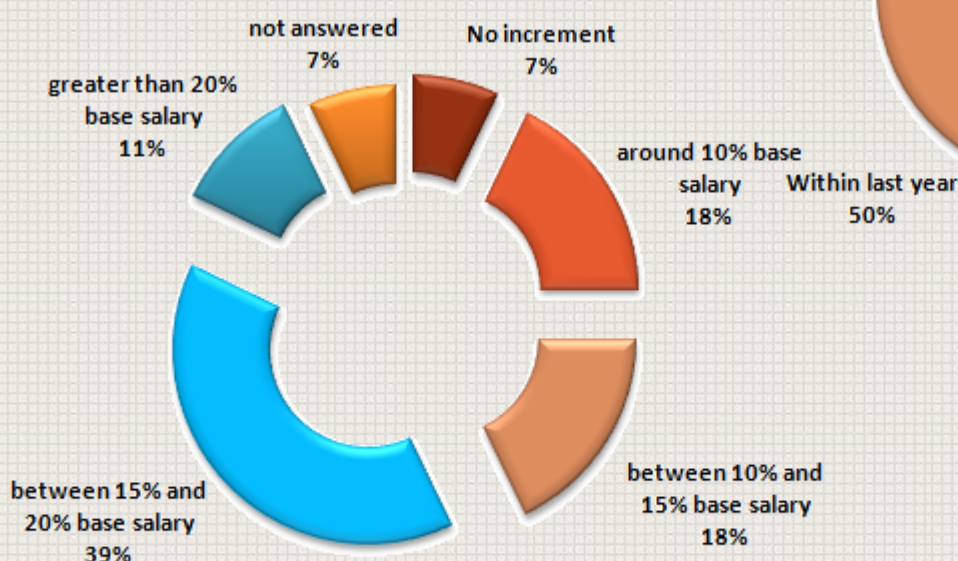
10.7% of the middle level web programmers in Pakistan are being paid more than Rs. 100,000/- per month in basic salary.

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Senior Level Web Programmer

Average Salaries

29%
Islamabad pays senior web programmers 29% more than the national average

City	Salary
Islamabad	PKR 116,666.67
Lahore	PKR 91,562.50
Karachi	PKR 100,000.00
National	PKR 90,272.73

Benefits

not answered
12%

No Benefits
35%

others
29%

car + mobile + fuel
6%

Mobile only
6%

mobile + fuel
12%

Promotion

not answered
6%

Within last 6 months
6%

Not promoted since hire
12%

More than 2 years ago
6%

Within last year
41%

Within last 2 years
29%

Increments

not answered
6%

No increment
6%

around 10% base salary
18%

greater than 20% base salary
23%

Within last 2 years
29%

between 10% and 15% base salary
18%

between 15% and 20% base salary
29%

11.8% of the senior web programmers in Pakistan are being paid more than Rs. 150,000/- per month in basic salary.

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db front-end

"Findings from 80 database front-end Programmers Nationwide"

| Entry Level 29% | Middle Level 38% | Senior Level 34% |

Average Nationwide Salaries

Senior	PKR 84,907.41
Middle	PKR 58,333.33
Entry	PKR 49,456.52
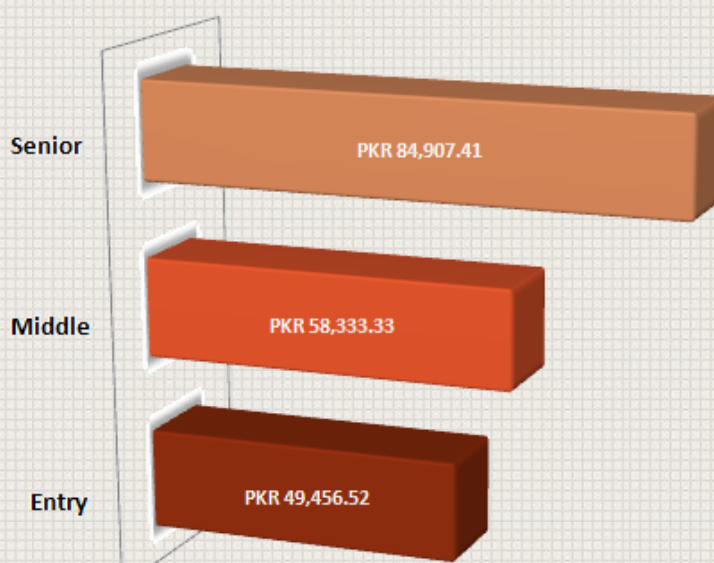
Entry Level at Rs.49,456.52/- per month where 10.0% of the respondents have said that their salaries are above Rs.80,000/- per month, Middle level at Rs. 58,333.33/- where 6.7% are being paid above Rs.125,000/- and Senior level at Rs. 84,907.41/- per month where 8.3% are being paid more than Rs.290,000/- per month.

Note
Throughout the survey an entry level function denotes 0-3 years of experience, middle level represents 4-6 years of experience and a senior level employee is believed to have over 6 years of experience

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Entry Level database front-end Programmer

27%

Lahore pays entry level database front-end programmers 27% more than Karachi

Average Salaries
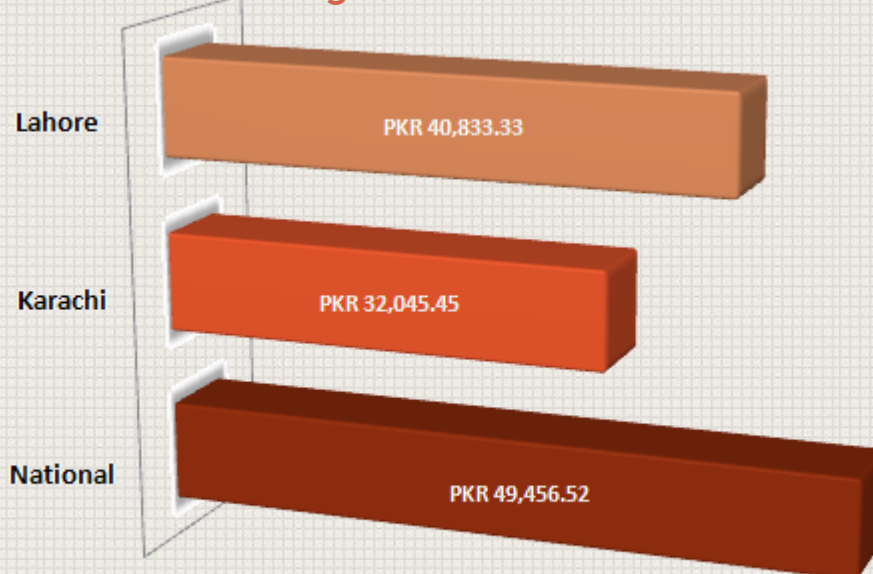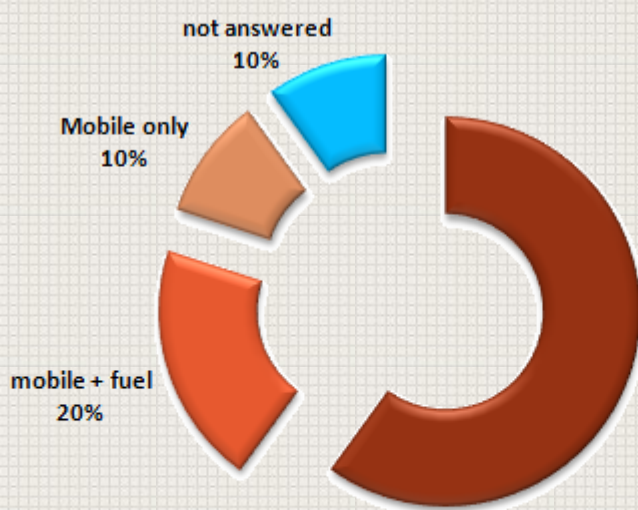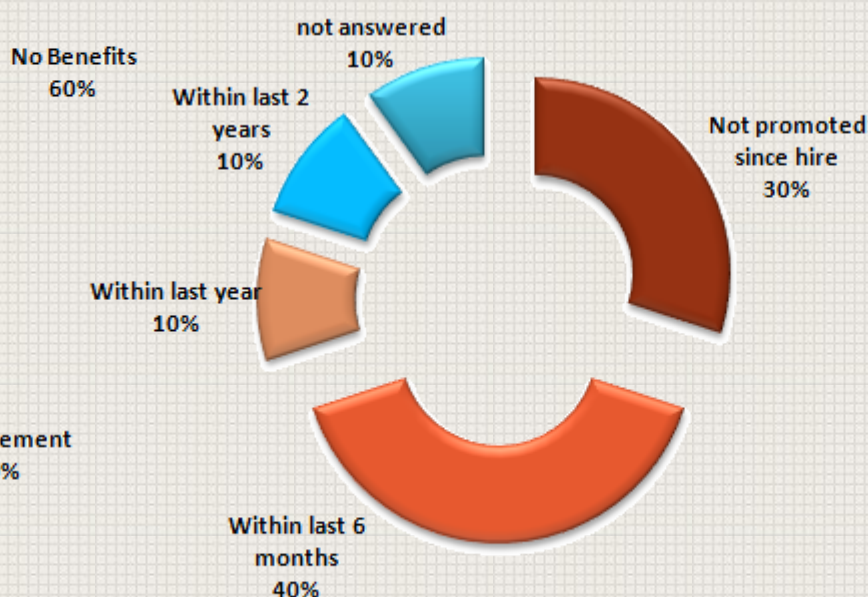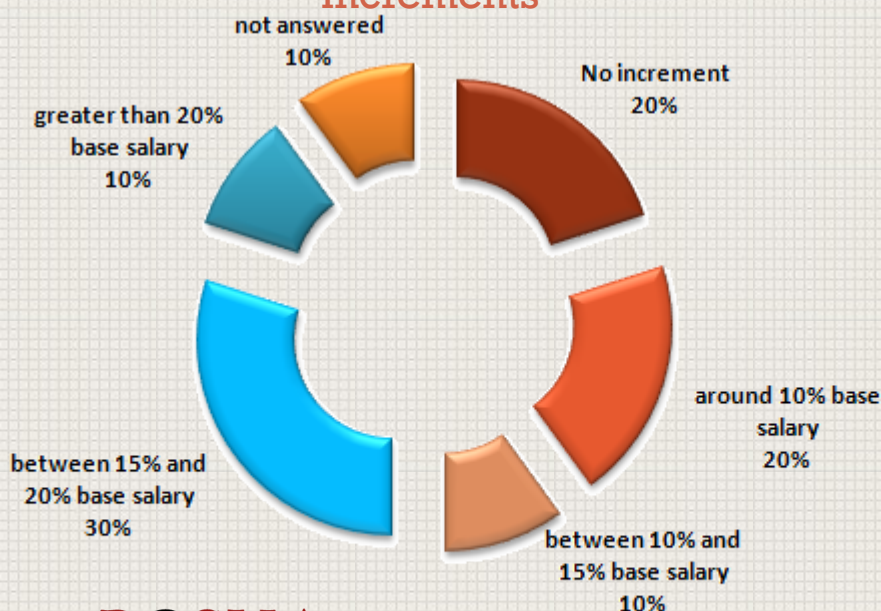
Lahore — PKR 40,833.33

Karachi — PKR 32,045.45

National — PKR 49,456.52

Benefits

not answered
10%

Mobile only
10%

mobile + fuel
20%

No Benefits
60%

Promotion

not answered
10%

Within last 2 years
10%

Within last year
10%

Not promoted since hire
30%

Within last 6 months
40%

Increments

not answered
10%

greater than 20% base salary
10%

between 15% and 20% base salary
30%

No increment
20%

around 10% base salary
20%

between 10% and 15% base salary
10%

10.0% of the entry level database frontend programmers in Pakistan are being paid more than Rs. 80,000/- per month in basic salary.

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Middle Level database front-end Programmer

13%

Karachi pays middle level database front-end programmers 13% more than Lahore

Average Salaries
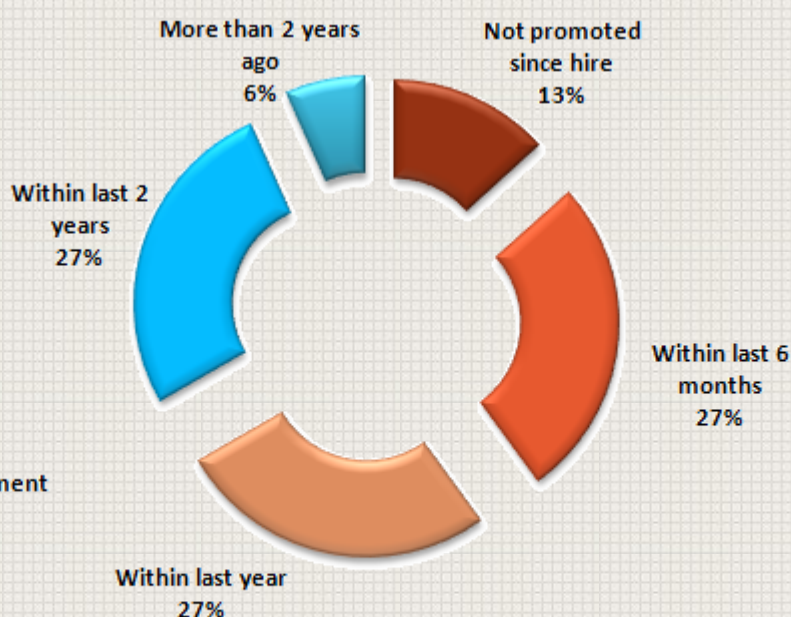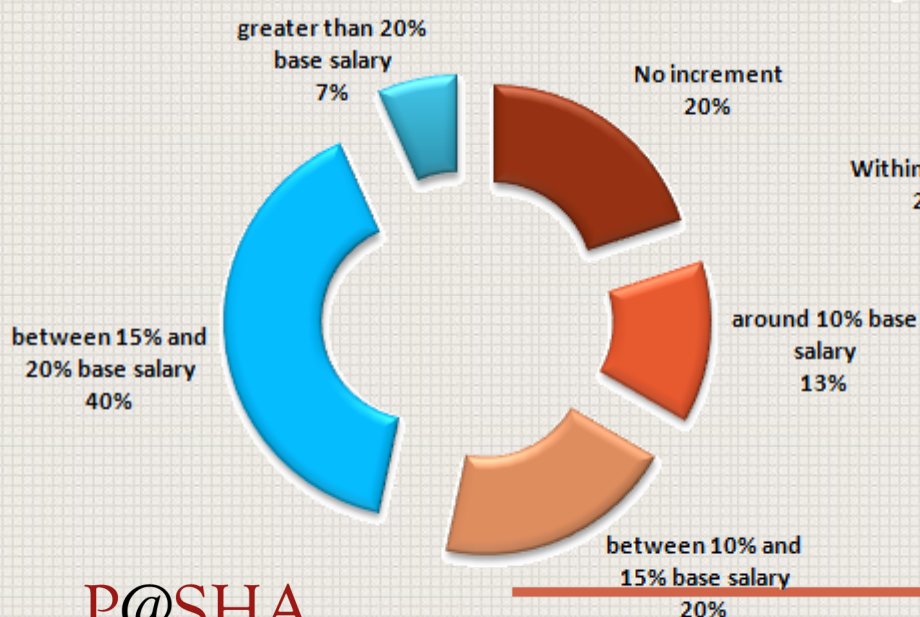
Lahore — PKR 52,045.45
Karachi — PKR 59,166.67
National — PKR 58,333.33

Benefits

not answered
7%

others
13%

Mobile only
13%

No Benefits
40%

mobile + fuel
27%

Promotion

More than 2 years ago
6%

Not promoted since hire
13%

Within last 2 years
27%

Within last 6 months
27%

Within last year
27%

Increments

greater than 20% base salary
7%

No increment
20%

between 15% and 20% base salary
40%

around 10% base salary
13%

between 10% and 15% base salary
20%

6.7% of the middle level database frontend programmers in Pakistan are being paid more than Rs. 125,000/- per month in basic salary.

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Senior Level database front-end Programmer

Average Salaries

▲ **15%**

Lahore pays senior database front-end programmers 15% higher than the national average

Lahore	PKR 97,916.67
Karachi	PKR 78,750.00
National	PKR 84,907.41

Benefits

others
8%

Mobile only
17%

No Benefits
34%

mobile + fuel
33%

car + mobile + fuel
8%

Promotion

More than 2 years ago
17%

Not promoted since hire
8%

Within last 6 months
17%

Within last 2 years
17%

Within last year
41%

Increments

No increment
8%

around 10% base salary
25%

greater than 20% base salary
33%

between 15% and 20% base salary
17%

between 10% and 15% base salary
17%
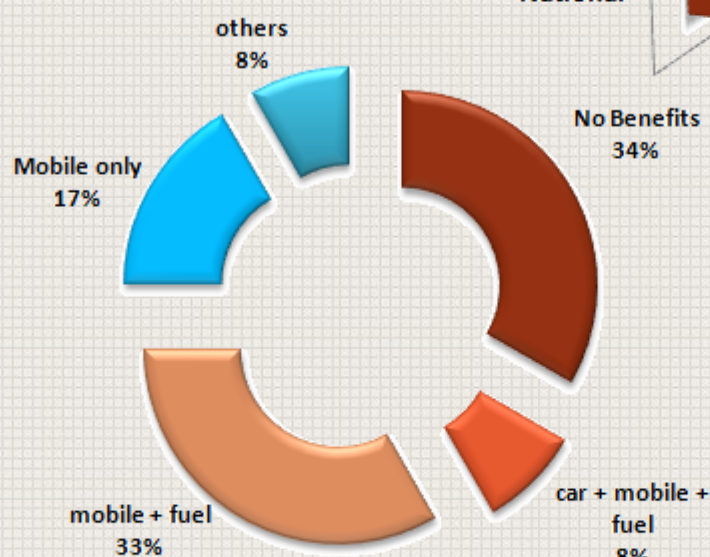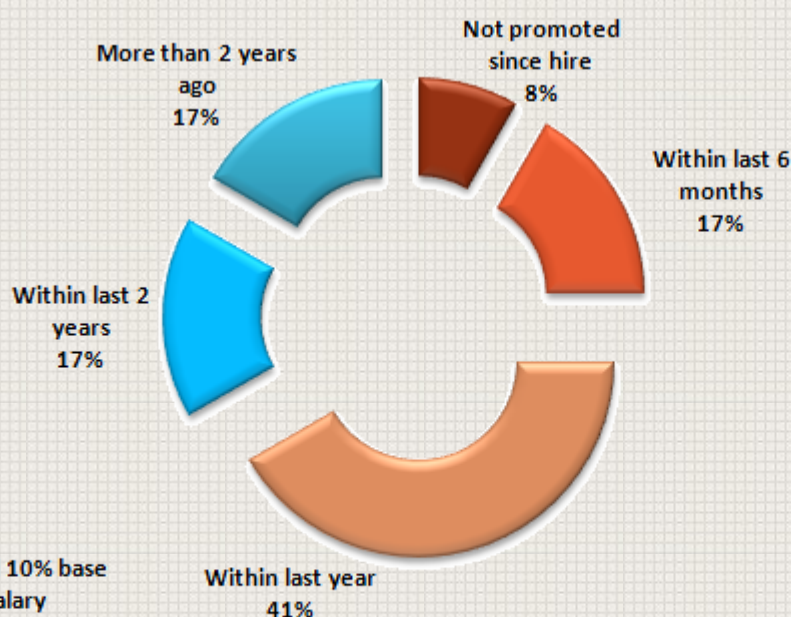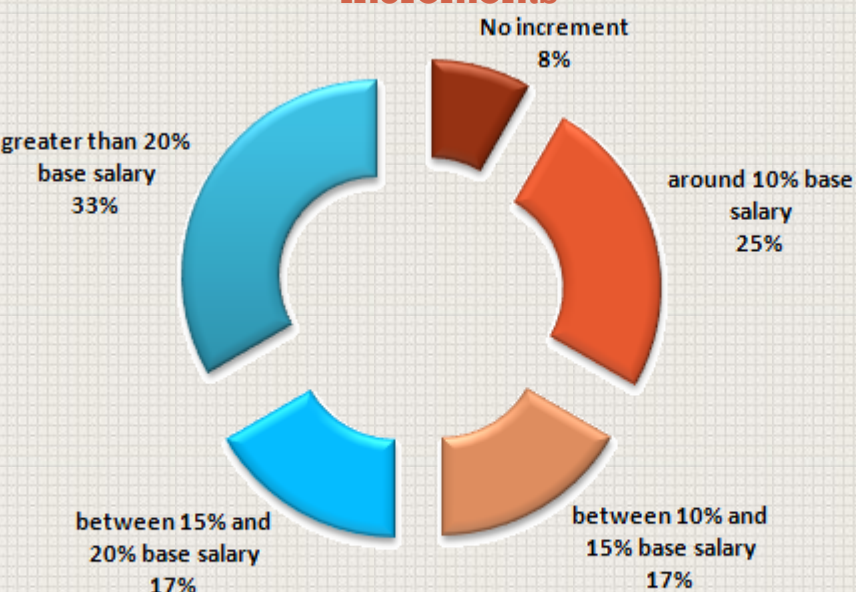
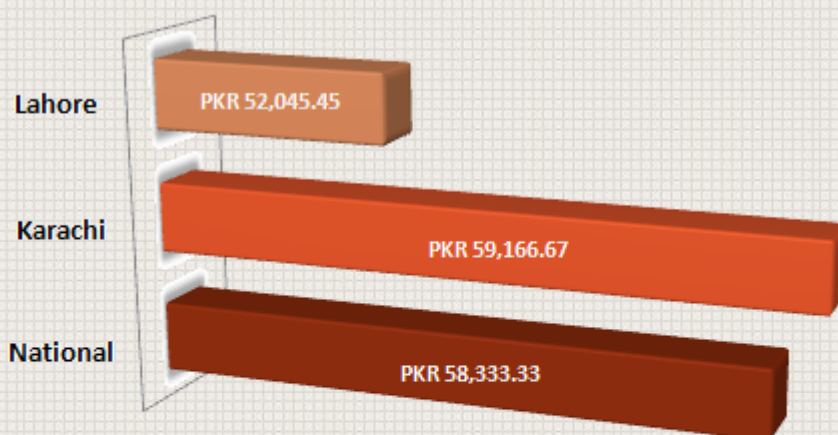**8.3%** of the senior database frontend programmers in Pakistan are being paid more than Rs. 290,000/- per month in basic salary.

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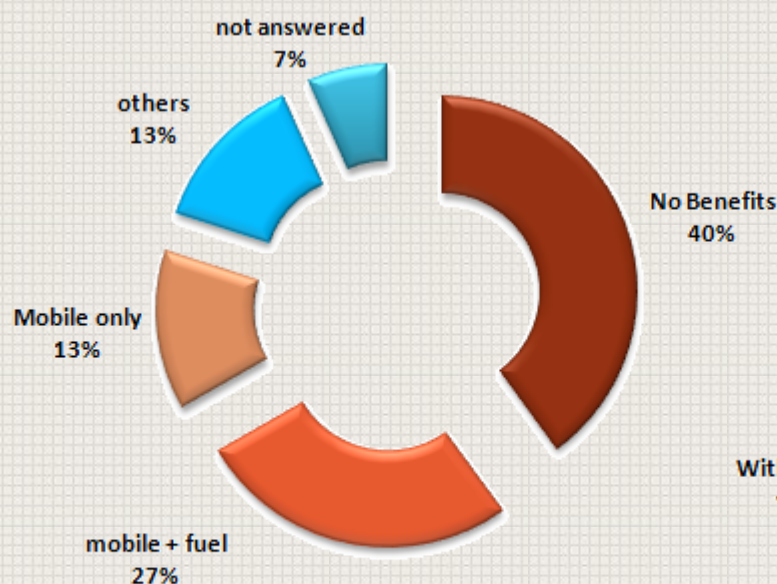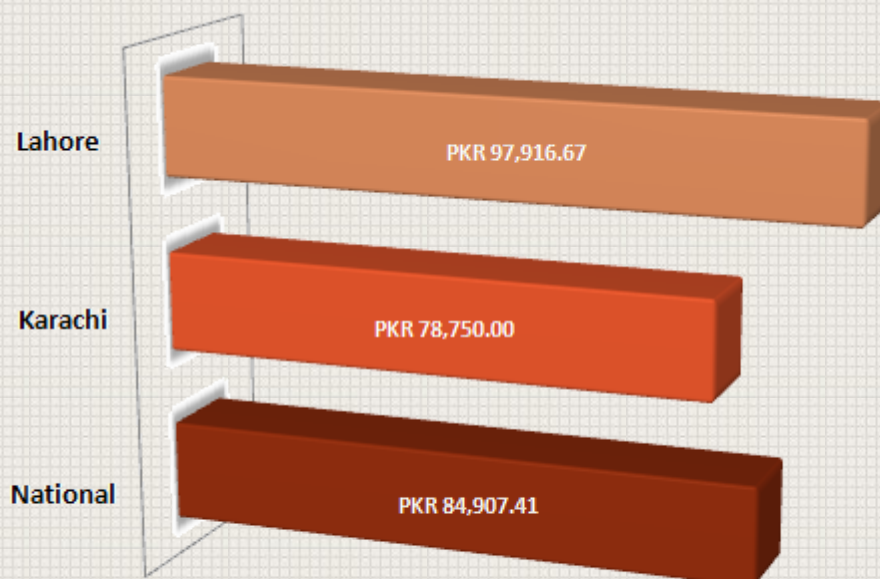Pakistan Software Houses Association
for IT & ITES

"Findings from 83 database administrators Nationwide"

| Entry Level 23% | Middle Level 35% | Senior Level 42% |

Average Nationwide Salaries

Senior — PKR 110,714.29

Middle — PKR 76,034.48

Entry — PKR 46,052.63
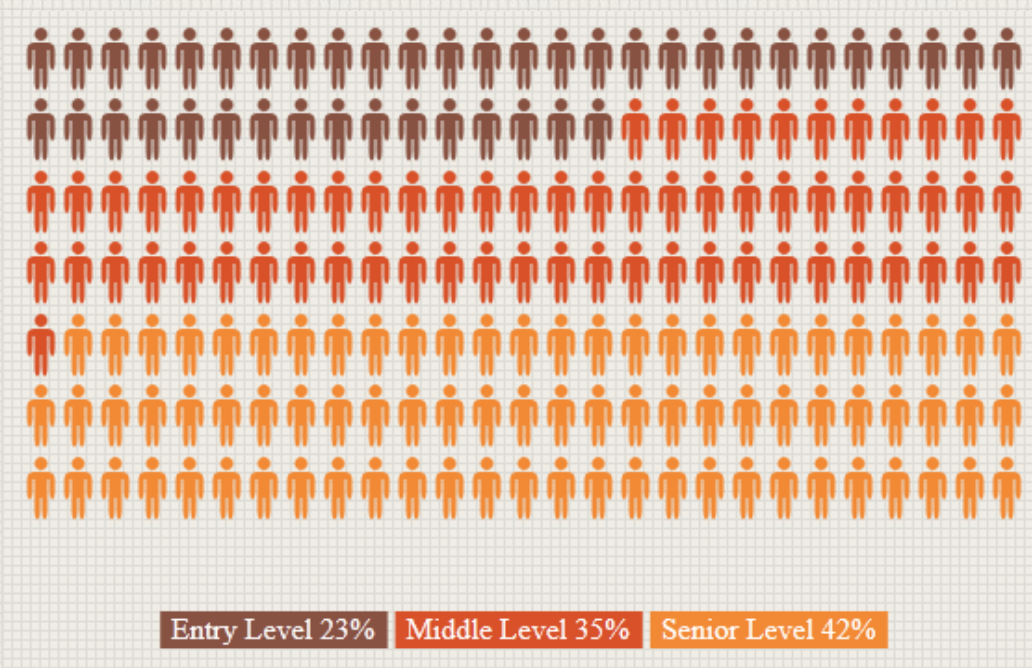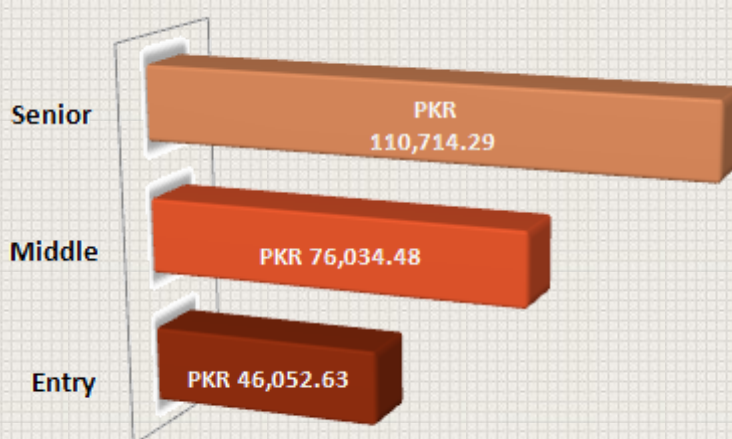
Entry Level at Rs.46,052.63/- per month where 12.5% of the respondents have said that their salaries are above Rs.80,000/- per month, Middle level at Rs. 76,034.48/- where 6.3% are being paid above Rs.125,000/- and Senior level at Rs. 110,714.29/- per month where 7.1% are being paid more than Rs.175,000/- per month.

Note
Throughout the survey an entry level function denotes 0-3 years of experience, middle level represents 4-6 years of experience and a senior level employee is believed to have over 6 years of experience

Entry Level database administrator

Average Salaries

52%

Karachi pays the least to entry level database administrators, 52% less than the national average
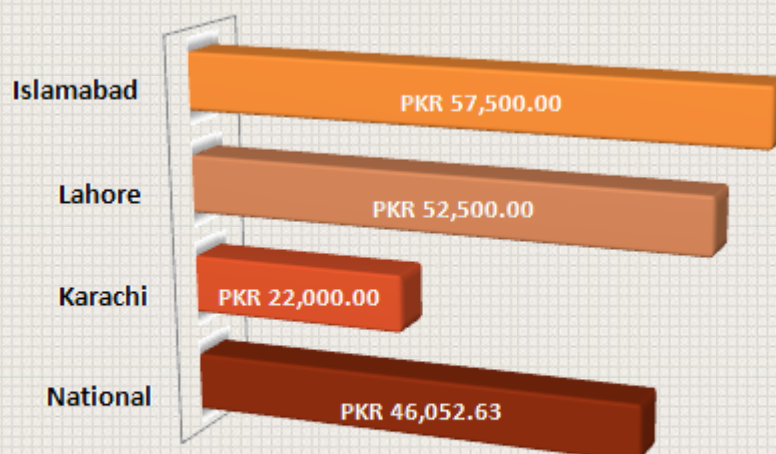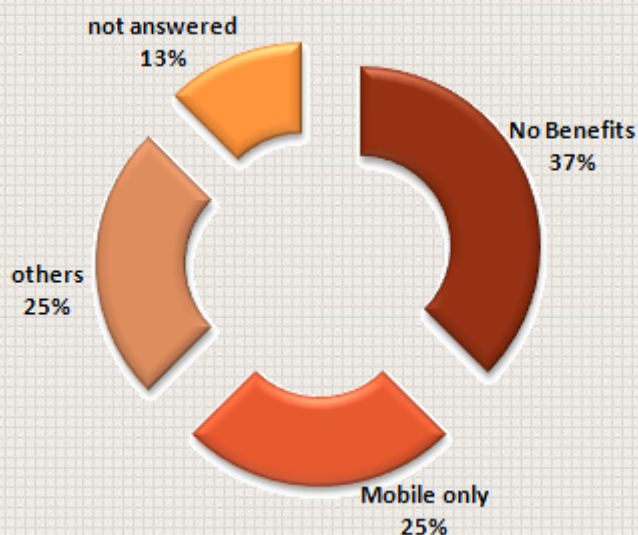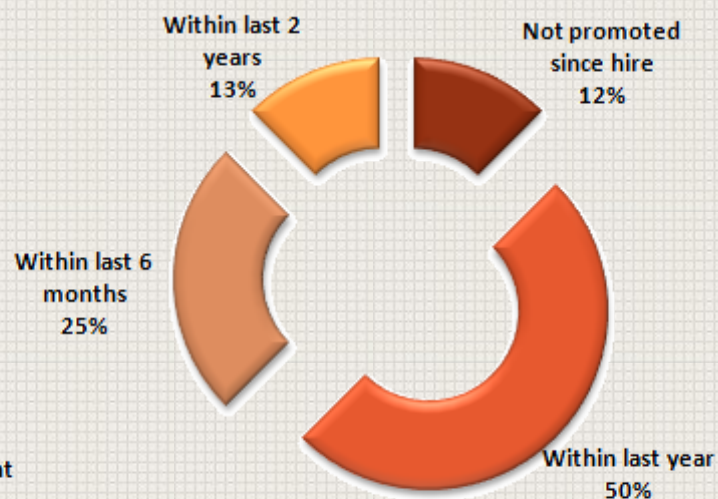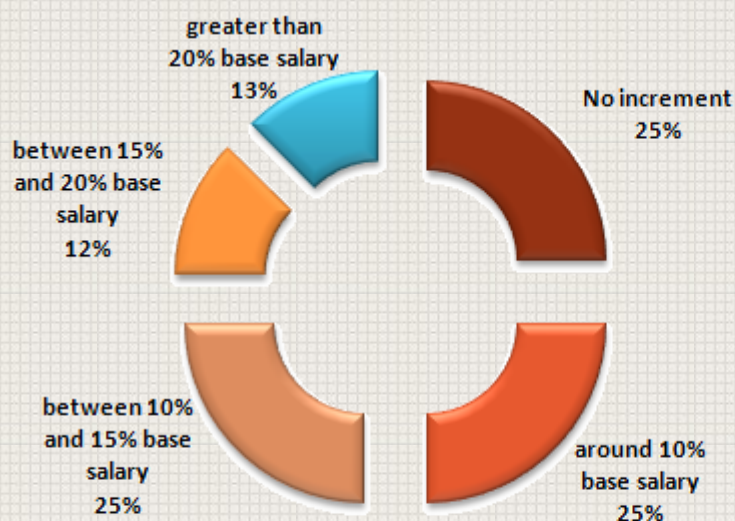
Islamabad	PKR 57,500.00
Lahore	PKR 52,500.00
Karachi	PKR 22,000.00
National	PKR 46,052.63

Benefits

not answered
13%

No Benefits
37%

others
25%

Mobile only
25%

Promotion

Within last 2 years
13%

Not promoted since hire
12%

Within last 6 months
25%

Within last year
50%

Increments

greater than 20% base salary
13%

No increment
25%

between 15% and 20% base salary
12%

between 10% and 15% base salary
25%

around 10% base salary
25%

12.5% of the entry level database administrators in Pakistan are being paid more than Rs. 80,000/- per month in basic salary.

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Middle Level database administrator

Average Salaries

17%

Karachi pays middle level database administrators 17% more than the national average
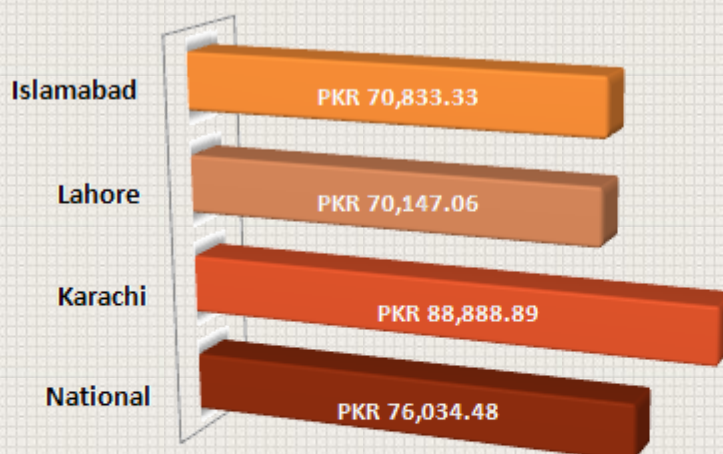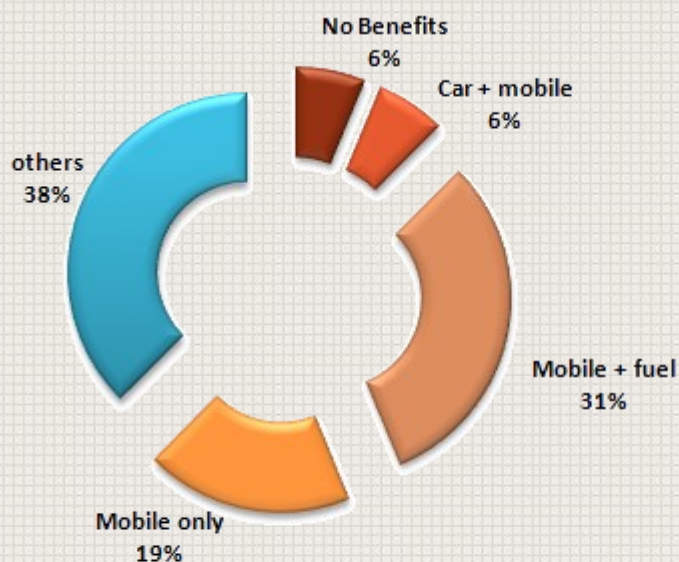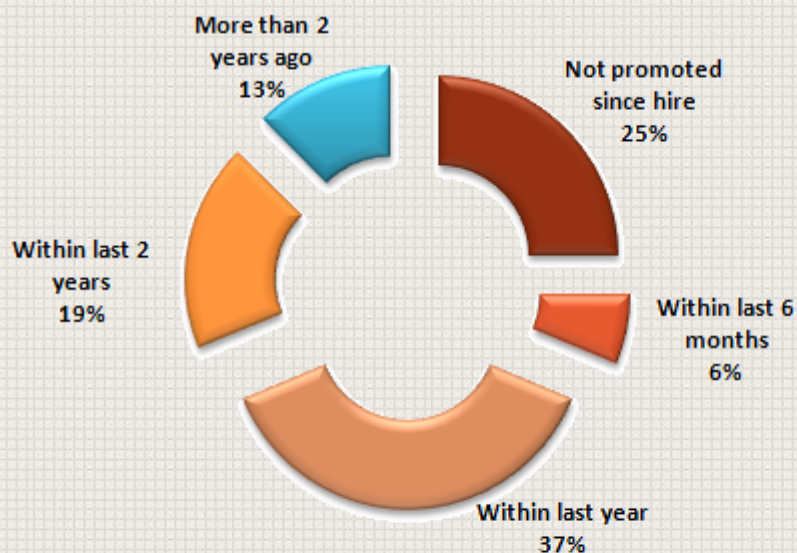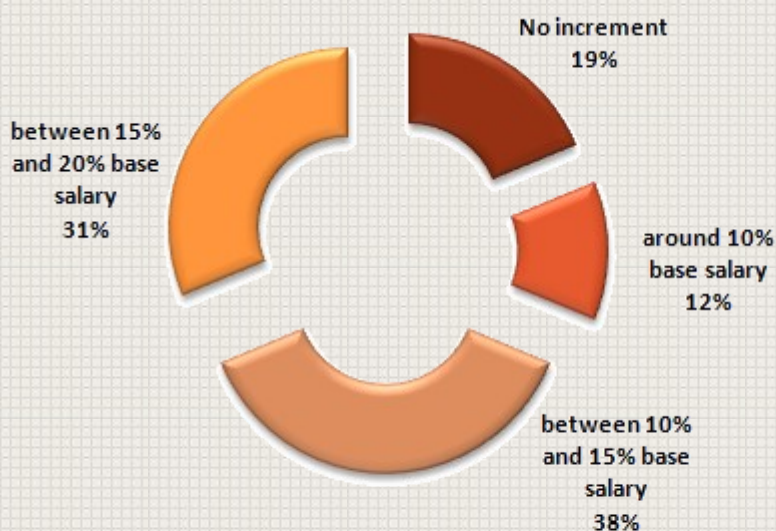
Islamabad — PKR 70,833.33
Lahore — PKR 70,147.06
Karachi — PKR 88,888.89
National — PKR 76,034.48

Benefits

No Benefits
6%

Car + mobile
6%

others
38%

Mobile + fuel
31%

Mobile only
19%

Promotion

More than 2 years ago
13%

Not promoted since hire
25%

Within last 2 years
19%

Within last 6 months
6%

Within last year
37%

Increments

No increment
19%

between 15% and 20% base salary
31%

around 10% base salary
12%

between 10% and 15% base salary
38%

6.3% of the middle level database administrators in Pakistan are being paid more than Rs. 125,000/- per month in basic salary.

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Senior Level database administrator

3%

Karachi pays senior database administrators 3% more than the national average
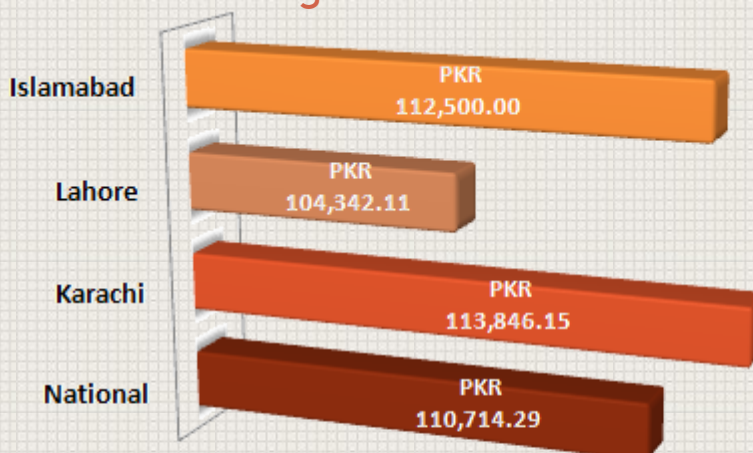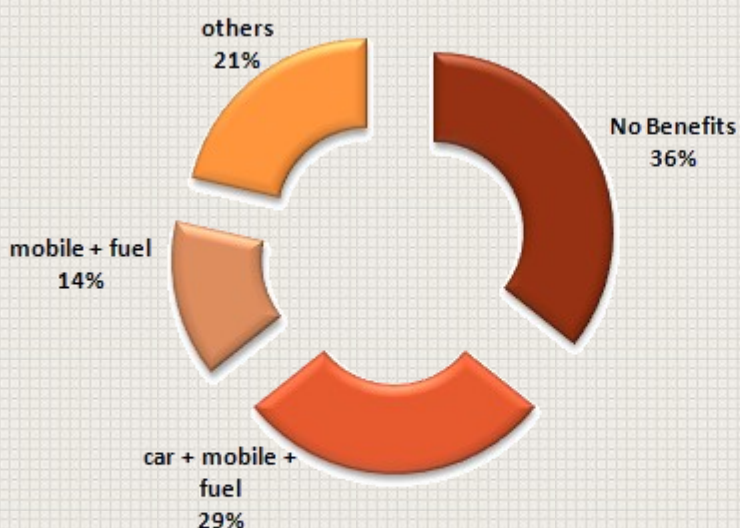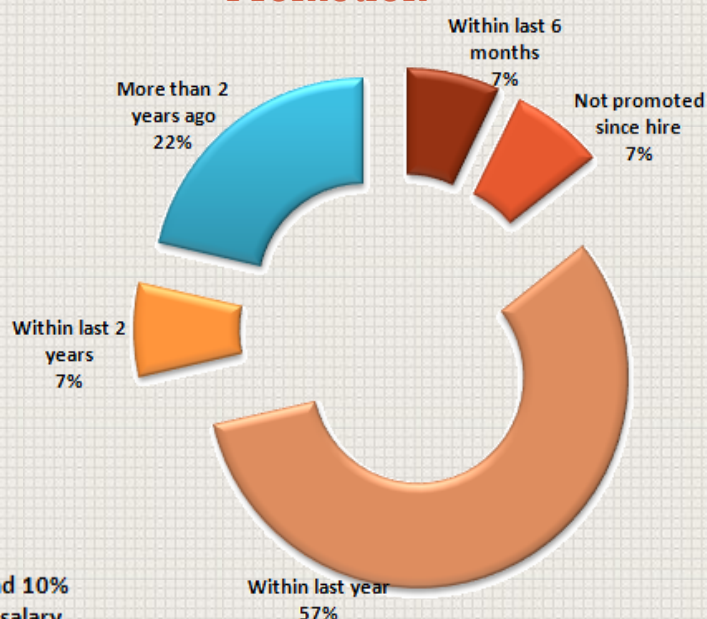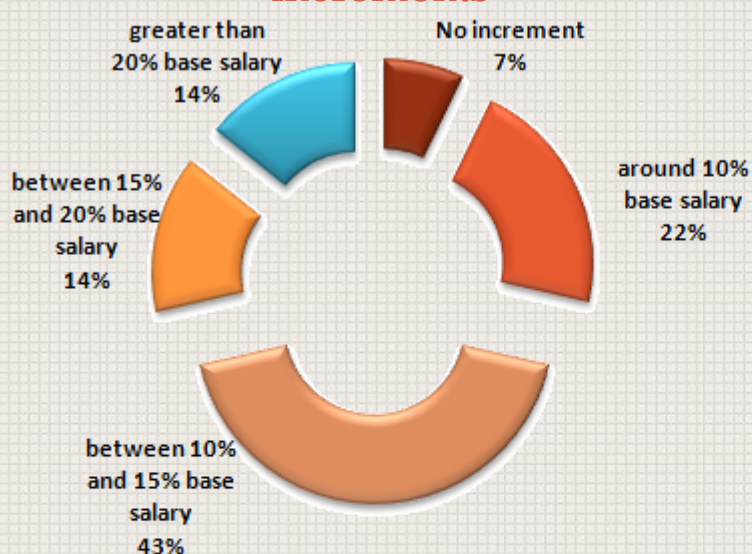
Average Salaries

Region	Salary
Islamabad	PKR 112,500.00
Lahore	PKR 104,342.11
Karachi	PKR 113,846.15
National	PKR 110,714.29

Benefits

others
21%

No Benefits
36%

mobile + fuel
14%

car + mobile +
fuel
29%

Promotion

Within last 6
months
7%

More than 2
years ago
22%

Not promoted
since hire
7%

Within last 2
years
7%

Within last year
57%

Increments

greater than
20% base salary
14%

No increment
7%

around 10%
base salary
22%

between 15%
and 20% base
salary
14%

between 10%
and 15% base
salary
43%

7.1% of the senior database administrators in Pakistan are being paid more than Rs. 175,000/- per month in basic salary.

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"Findings from 139 Graphic Designers Nationwide"

Entry Level 34%   **Middle Level 39%**   **Senior Level 27%**

Average Nationwide Salaries

Senior	PKR 96,052.63
Middle	PKR 51,666.67
Entry	PKR 38,510.64
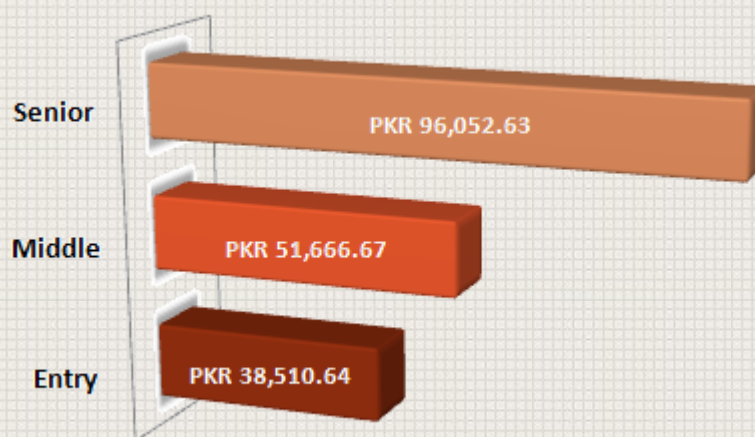
Entry Level at Rs.38,510.64/- per month where 4.2% of the respondents have said that their salaries are above Rs.60,000/- per month, Middle level at Rs. 51,666.67/- where 3.2% are being paid above Rs.80,000/- and Senior level at Rs. 96,052.63/- per month where 3.7% are being paid more than Rs.200,000/- per month.

Note
Throughout the survey an entry level function denotes 0-3 years of experience, middle level represents 4-6 years of experience and a senior level employee is believed to have over 6 years of experience

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Entry Level Graphic Designer

29%
Islamabad pays entry level graphic designers 29% more than the national average

Average Salaries

Islamabad	PKR 50,000.00
Lahore	PKR 37,976.19
Karachi	PKR 37,250.00
National	PKR 38,510.64

Benefits

not answered 8%

No Benefits 50%

others 38%

mobile + fuel 4%

Promotion

Within last 2 years 4%

not answered 4%

Not promoted since hire 34%

Within last year 33%

Within last 6 months 25%

Increments

greater than 20% base salary 4%

not answered 4%

No increment 21%

between 15% and 20% base salary 13%

around 10% base salary 12%

between 10% and 15% base salary 46%
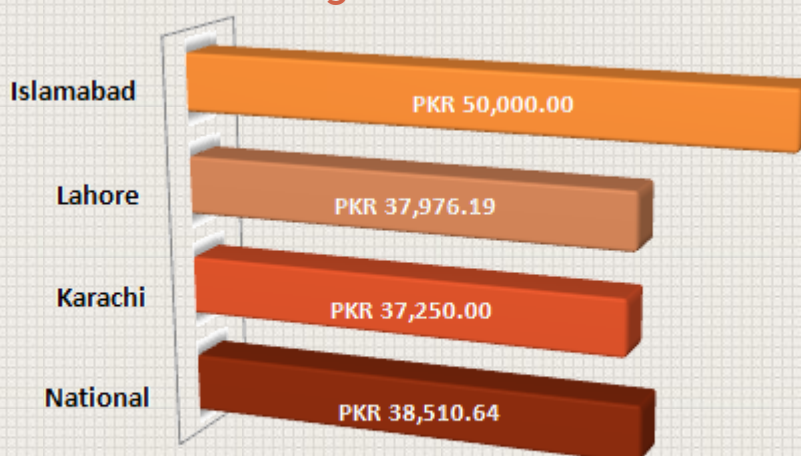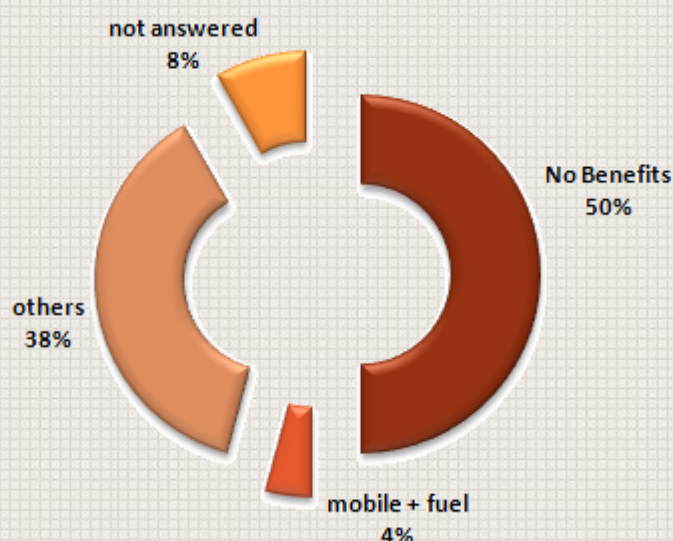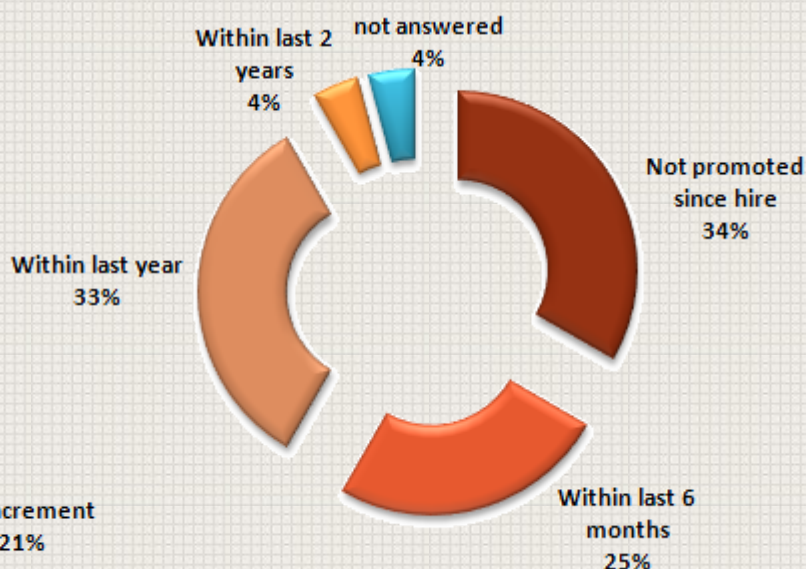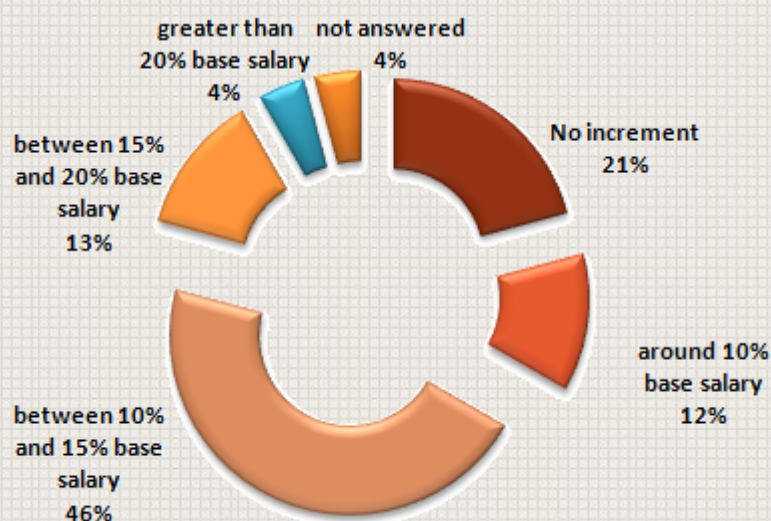
4.2% of the entry level graphic designers in Pakistan are being paid more than Rs. 60,000/- per month in basic salary.

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Middle Level Graphic Designer

Graphics Designer

Middle

Average Salaries

Islamabad — PKR 45,500.00
Lahore — PKR 45,000.00
Karachi — PKR 56,083.33
National — PKR 51,666.67

9%
Karachi pays middle level graphic designers 9% more than the national average
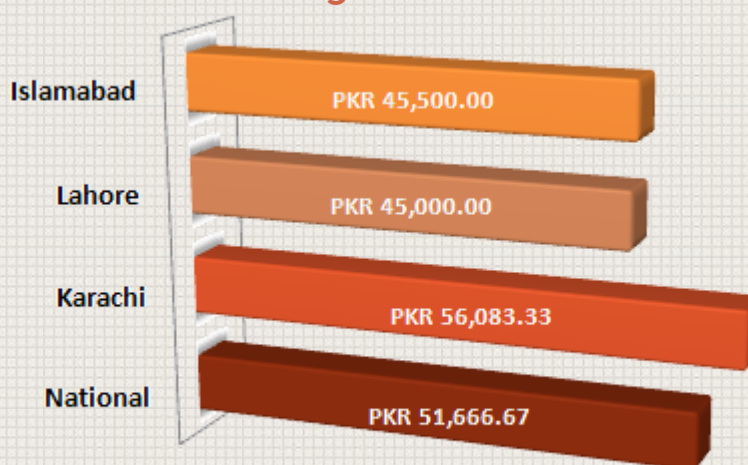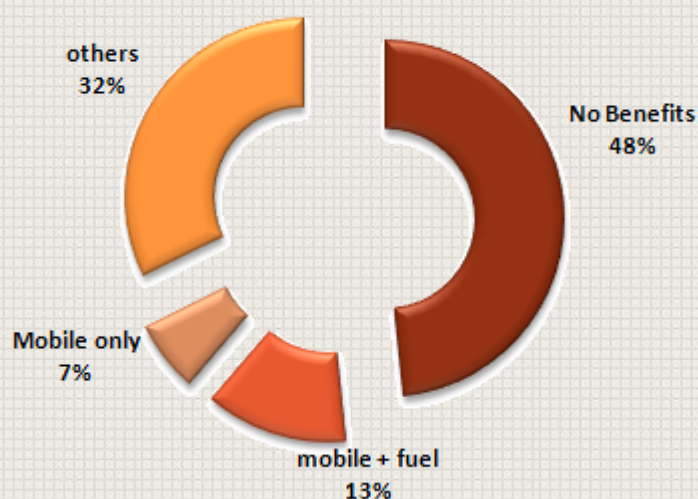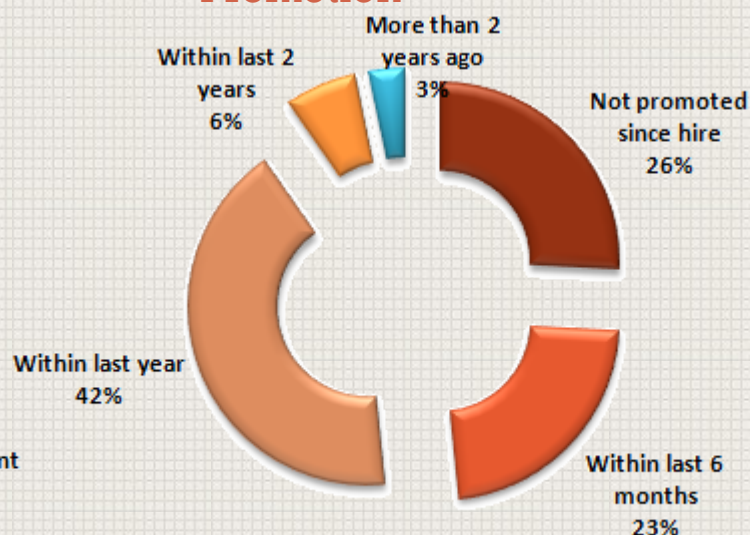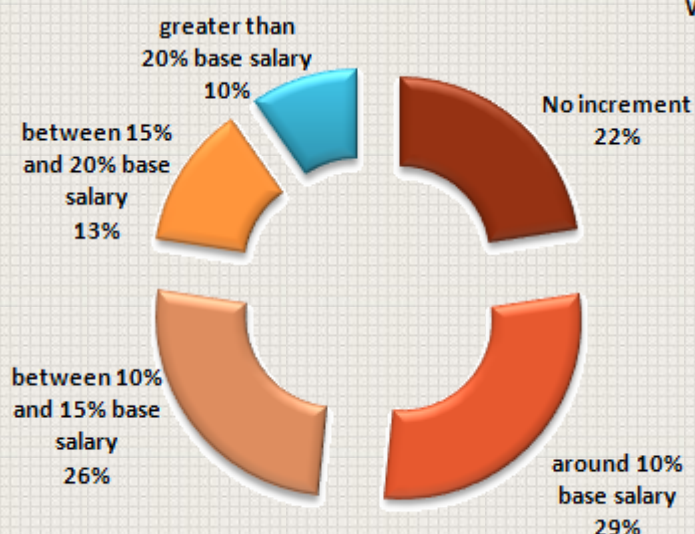
Benefits

others 32%
No Benefits 48%
Mobile only 7%
mobile + fuel 13%

Promotion

Within last 2 years 6%
More than 2 years ago 3%
Not promoted since hire 26%
Within last year 42%
Within last 6 months 23%

Increments

greater than 20% base salary 10%
between 15% and 20% base salary 13%
No increment 22%
between 10% and 15% base salary 26%
around 10% base salary 29%

3.2% of the middle level graphic designers in Pakistan are being paid more than Rs. 80,000/- per month in basic salary.

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Senior Level Graphic Designer

Average Salaries

The average monthly salary for senior level graphic designer is found to be Rs. 96,052.63/- Nationally, Rs.89,264.71/- Karachi average, Rs. 75,000/- Lahore average and Rs. 164,000/- Islamabad average.

Islamabad — PKR 164,000.00
Lahore — PKR 75,000.00
Karachi — PKR 89,264.71
National — PKR 96,052.63

Benefits

not answered 4%
others 15%
No Benefits 41%
Mobile only 7%
mobile + fuel 26%
car + mobile + fuel 7%

Promotion

More than 2 years ago 4%
Within last 2 years 19%
Not promoted since hire 15%
Within last 6 months 18%
Within last year 44%

Increments

greater than 20% base salary 7%
No increment 15%
between 15% and 20% base salary 22%
around 10% base salary 19%
between 10% and 15% base salary 37%

3.7% of the senior graphic designers in Pakistan are being paid more than Rs. 200,000/- per month in basic salary.

"Findings from 263 Help desk / support staff Nationwide"

| Entry Level 45% | Middle Level 35% | Senior Level 19% |

Average Nationwide Salaries

Senior	PKR 82,107.84
Middle	PKR 45,483.87
Entry	PKR 32,941.18
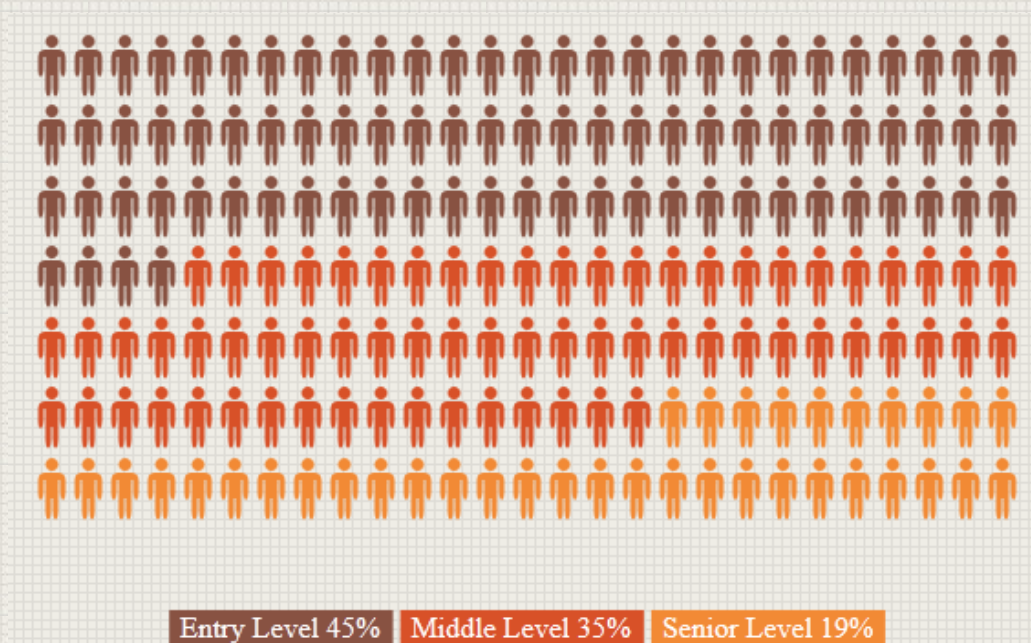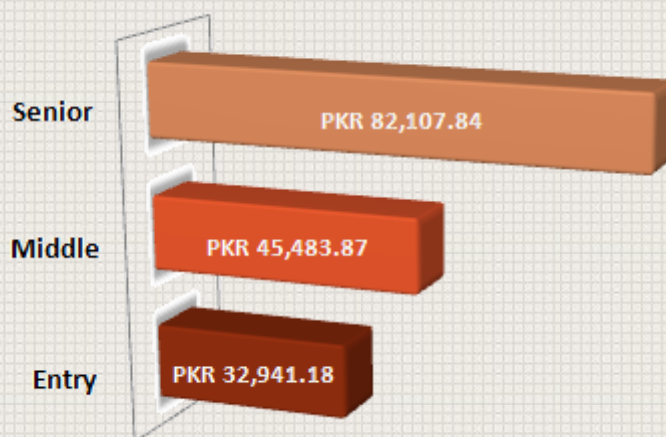
Entry Level at Rs.32,941.18/- per month where 2.7% of the respondents have said that their salaries are above Rs.60,000/- per month, Middle level at Rs. 45,483.87/- where 3.2% are being paid above Rs.100,000/- and Senior level at Rs. 82,107.84/- per month where 4.8% are being paid more than Rs.150,000/- per month.

Note
Throughout the survey an entry level function denotes 0-3 years of experience, middle level represents 4-6 years of experience and a senior level employee is believed to have over 6 years of experience

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Entry Level Help Desk / Support Staff

7.7%

Karachi pays entry level help desk staff 7.7% more than the national average
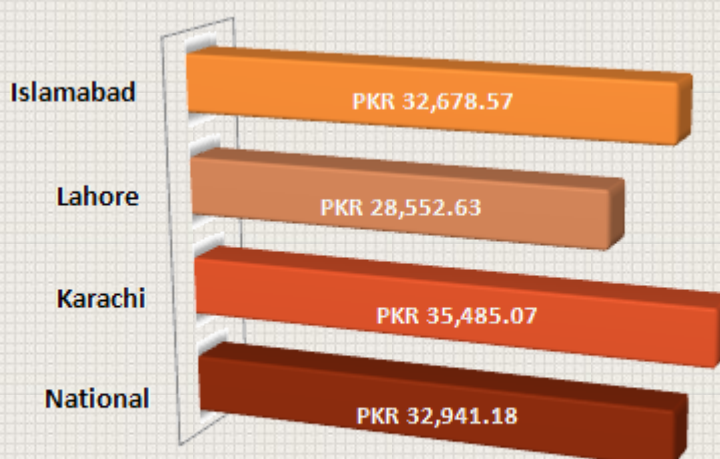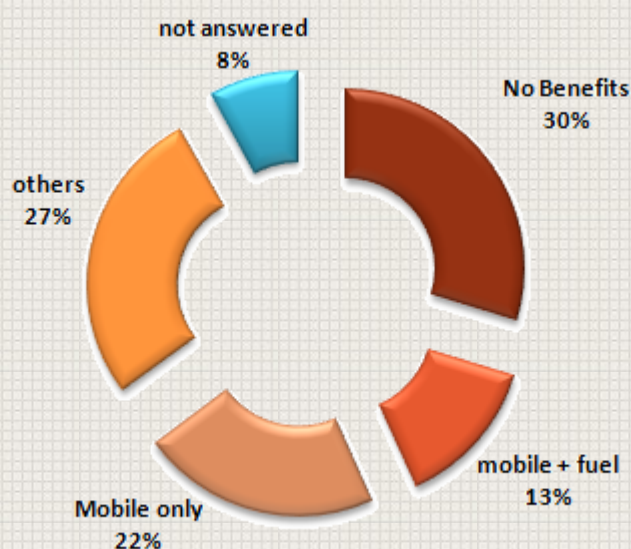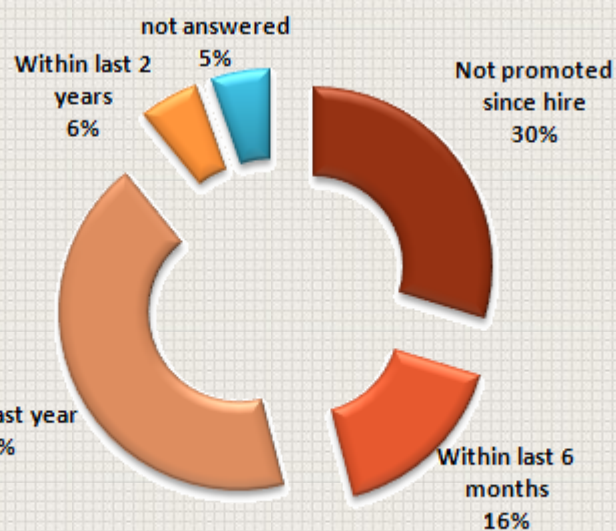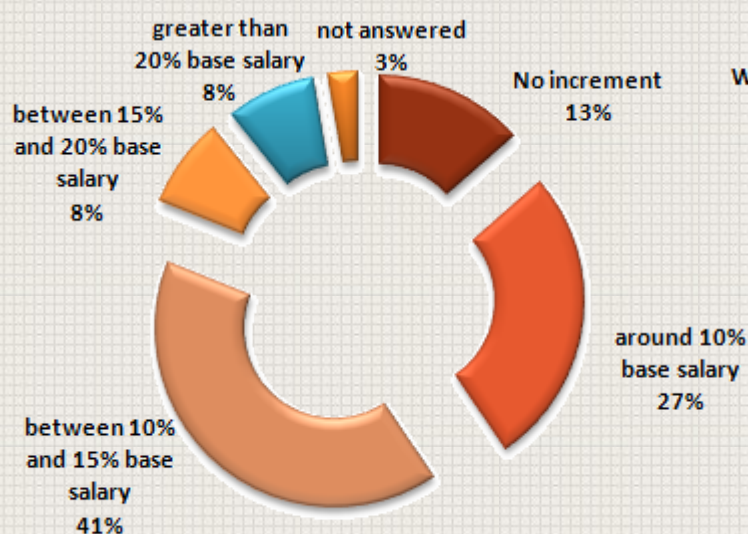
Average Salaries

Islamabad	PKR 32,678.57
Lahore	PKR 28,552.63
Karachi	PKR 35,485.07
National	PKR 32,941.18

Benefits

not answered 8%

No Benefits 30%

others 27%

mobile + fuel 13%

Mobile only 22%

Promotion

not answered 5%

Within last 2 years 6%

Not promoted since hire 30%

Within last year 43%

Within last 6 months 16%

Increments

greater than 20% base salary 8%

not answered 3%

No increment 13%

between 15% and 20% base salary 8%

between 10% and 15% base salary 41%

around 10% base salary 27%

2.7% of the entry level helpdesk staff in Pakistan is being paid more than Rs. 60,000/- per month in basic salary.

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Middle Level Help Desk / Support Staff

39%

Islamabad pays senior help desk staff 39% more than the national average
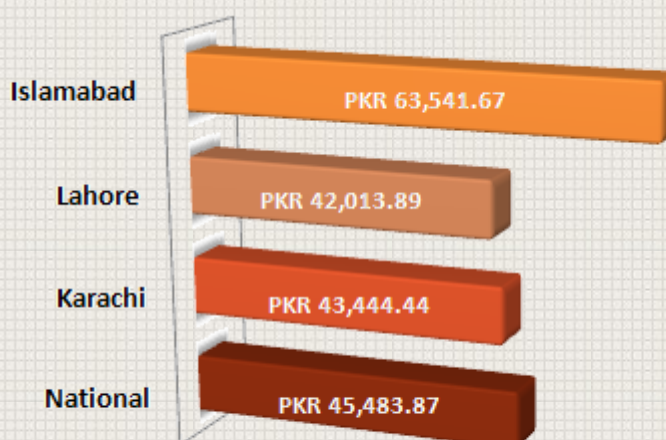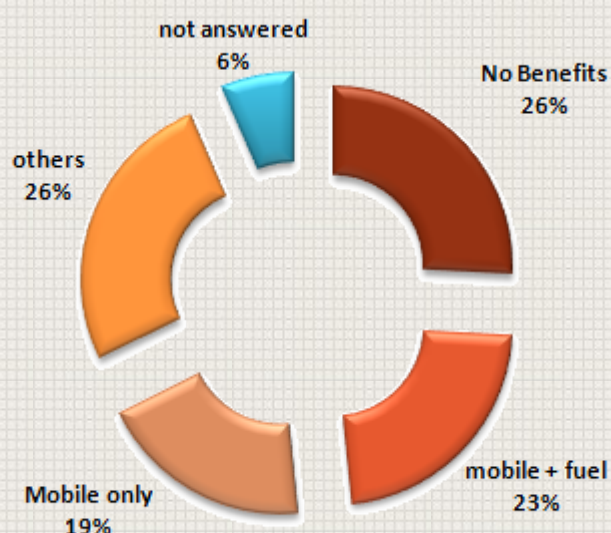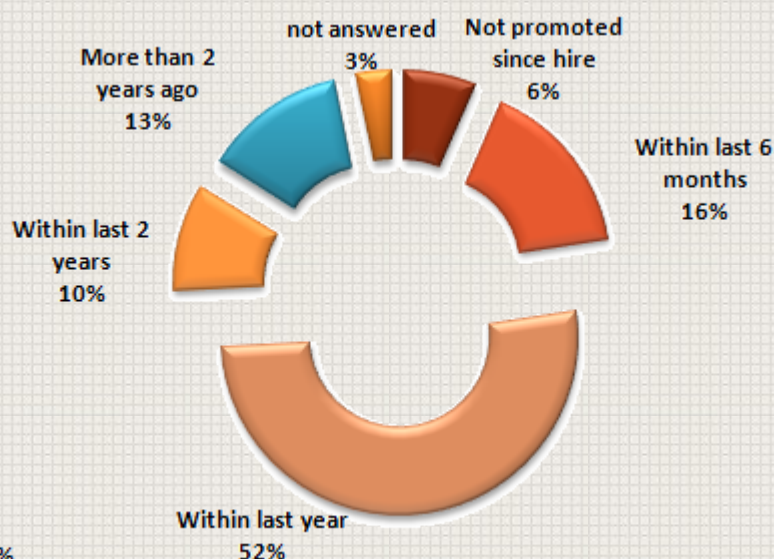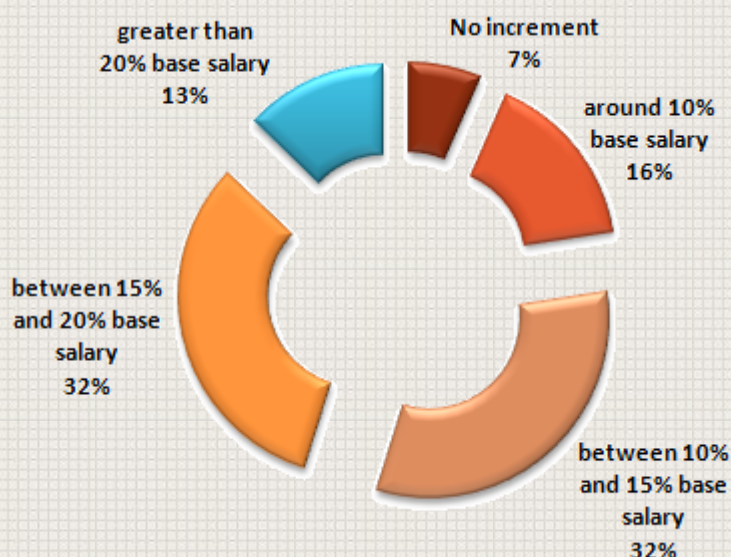
Average Salaries

Islamabad	PKR 63,541.67
Lahore	PKR 42,013.89
Karachi	PKR 43,444.44
National	PKR 45,483.87

Benefits

not answered 6%

No Benefits 26%

others 26%

mobile + fuel 23%

Mobile only 19%

Promotion

not answered 3%

Not promoted since hire 6%

More than 2 years ago 13%

Within last 6 months 16%

Within last 2 years 10%

Within last year 52%

Increments

greater than 20% base salary 13%

No increment 7%

around 10% base salary 16%

between 15% and 20% base salary 32%

between 10% and 15% base salary 32%

3.2% of the middle level helpdesk staff in Pakistan is being paid more than Rs. 100,000/- per month in basic salary.

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Senior Level Help Desk / Support Staff

Average Salaries

21%

Karachi pays senior help desk staff 21% more than the national average

City	Average Salary
Islamabad	PKR 90,000.00
Lahore	PKR 63,958.33
Karachi	PKR 99,673.91
National	PKR 82,107.84

Benefits

- not answered 10%
- No Benefits 9%
- car + mobile + fuel 24%
- others 33%
- mobile + fuel 10%
- Mobile only 14%

Promotion

- not answered 5%
- Not promoted since hire 4%
- Within last 6 months 5%
- More than 2 years ago 19%
- Within last 2 years 5%
- Within last year 62%
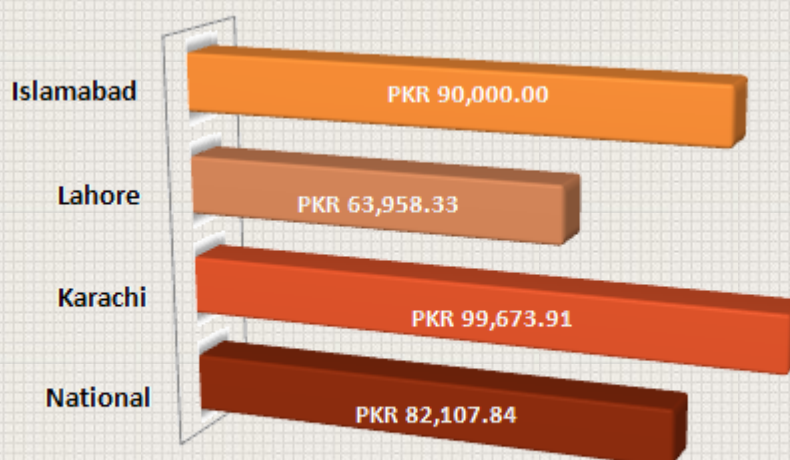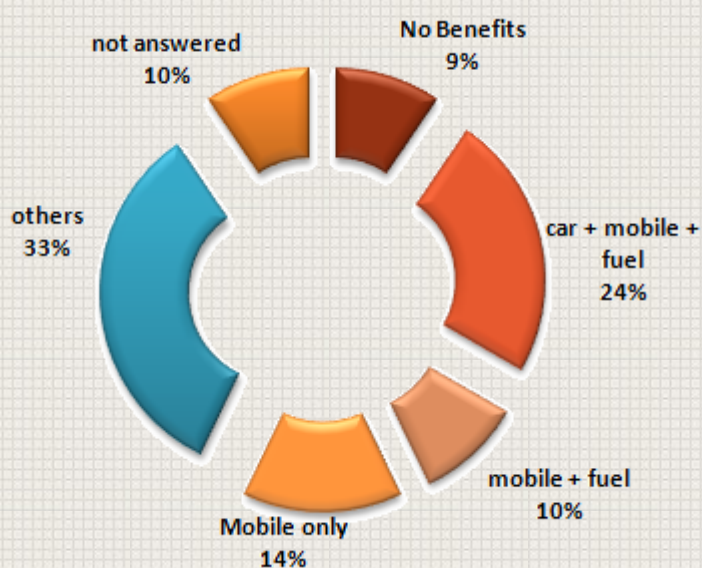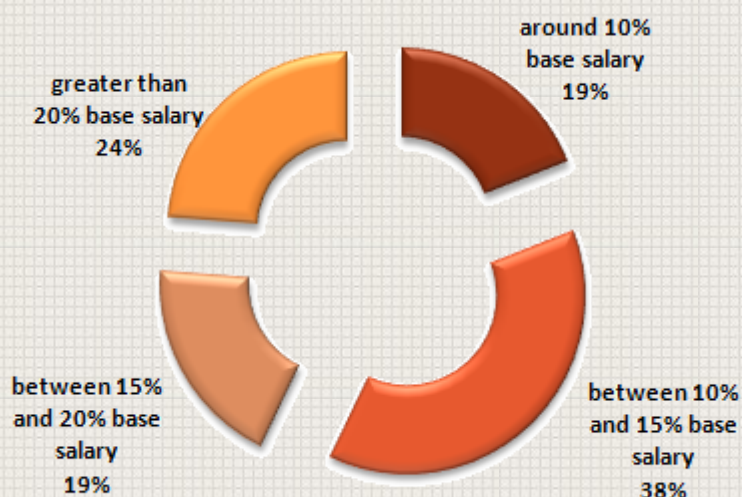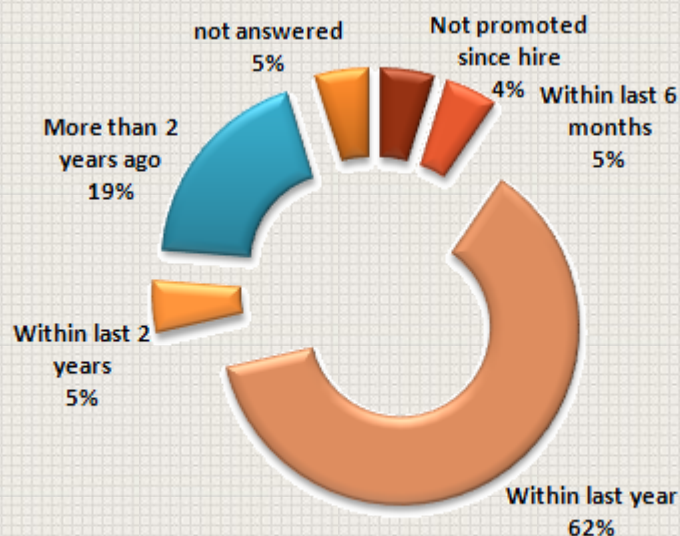
4.8% of the senior helpdesk staff in Pakistan is being paid more than Rs. 150,000/- per month in basic salary.

Increments

- greater than 20% base salary 24%
- around 10% base salary 19%
- between 15% and 20% base salary 19%
- between 10% and 15% base salary 38%

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"Findings from 194 Project Managers Nationwide"

| Entry Level 39% | Middle Level 61% |

Average Nationwide Salaries

Senior — PKR 150,399.16

Middle — PKR 97,200.00
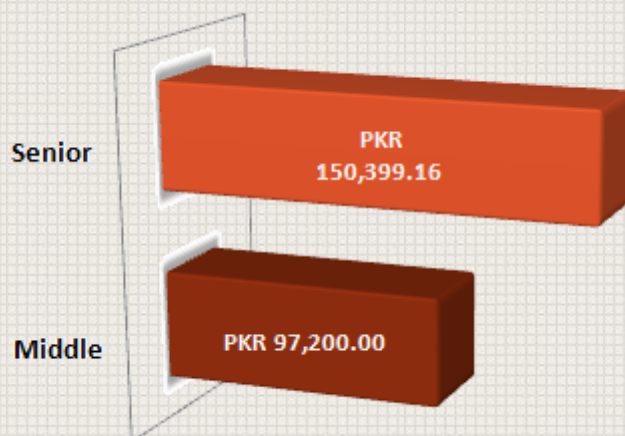
Middle Level at Rs.97,200.00/- per month where 5.9% of the respondents have said that their salaries are above Rs.175,000/- per month and Senior level at Rs. 150,399.16/- where 7.8% are being paid above Rs.225,000/- per month

Note
Throughout the survey an entry level function denotes 0-3 years of experience, middle level represents 4-6 years of experience and a senior level employee is believed to have over 6 years of experience

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Middle Level Project Manager

Average Salaries

3%

Islamabad pays middle level project managers 3% more than the national average

Islamabad	PKR 100,208.33
Lahore	PKR 98,333.33
Karachi	PKR 94,531.25
National	PKR 97,200.00

Benefits

others 32%

No Benefits 29%

car + mobile 6%

car + mobile + fuel 12%

mobile + fuel 12%

Mobile only 9%

Promotion

not answered 3%

More than 2 years ago 6%

Not promoted since hire 15%

Within last 2 years 23%

Within last 6 months 21%

Within last year 32%
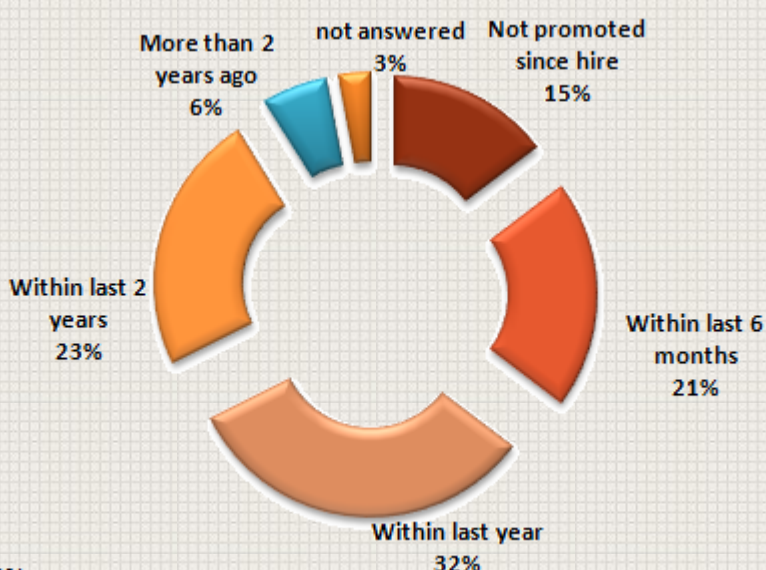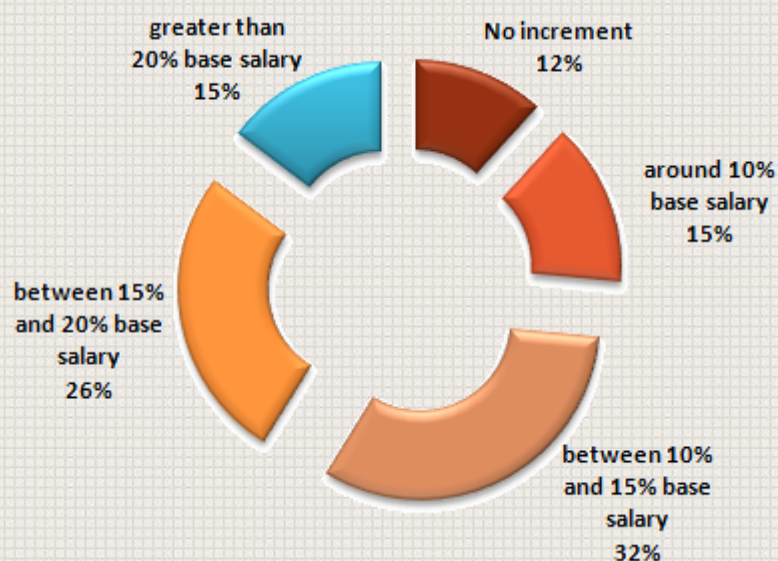
5.9% of the middle level project managers in Pakistan are being paid more than Rs. 175,000/- per month in basic salary.

Increments

greater than 20% base salary 15%

No increment 12%

around 10% base salary 15%

between 15% and 20% base salary 26%

between 10% and 15% base salary 32%

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Senior Level Project Manager

36%

Islamabad pays senior project managers 36% more than the national average

Average Salaries

Islamabad — PKR 204,558.82
Lahore — PKR 145,000.00
Karachi — PKR 136,550.00
National — PKR 150,399.16

Benefits

- others 25%
- No Benefits 20%
- car + mobile 2%
- car + mobile + fuel 23%
- mobile + fuel 16%
- Mobile only 14%

Promotion

- not answered 4%
- Not promoted since hire 16%
- More than 2 years ago 10%
- Within last 6 months 12%
- Within last 2 years 23%
- Within last year 35%

Increments

- not answered 2%
- No increment 12%
- greater than 20% base salary 20%
- around 10% base salary 19%
- between 15% and 20% base salary 16%
- between 10% and 15% base salary 31%

7.8% of the senior project managers in Pakistan are being paid more than Rs. 225,000/- per month in basic salary.

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"Findings from 109 Software Development Managers Nationwide"

| Entry Level 42% | Middle Level 58% |

Average Nationwide Salaries

Senior — PKR 171,944.51

Middle — PKR 107,065.22
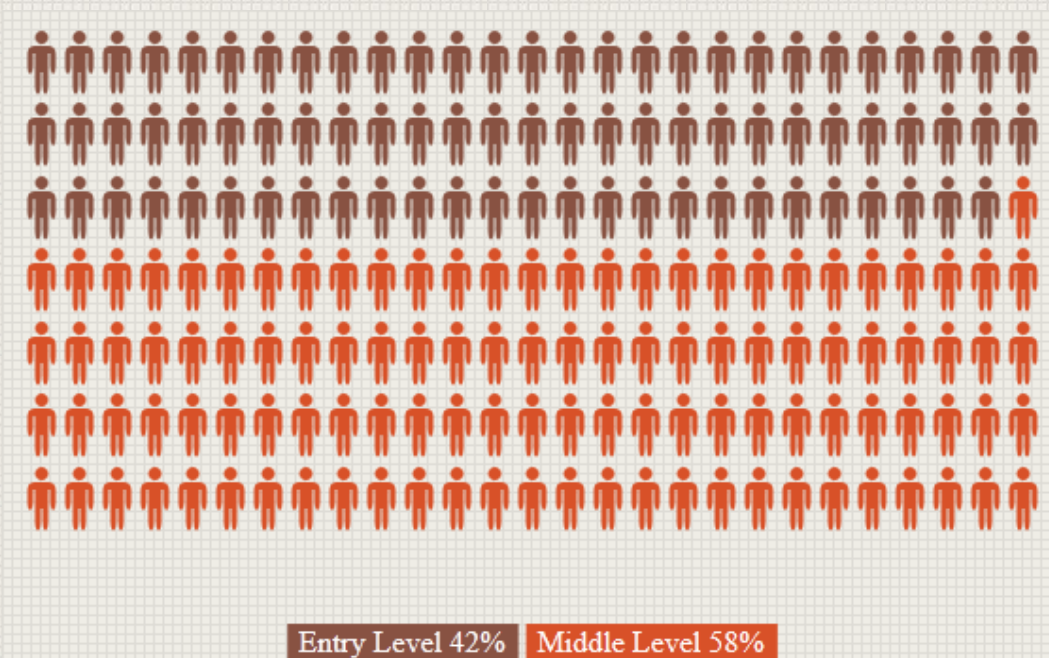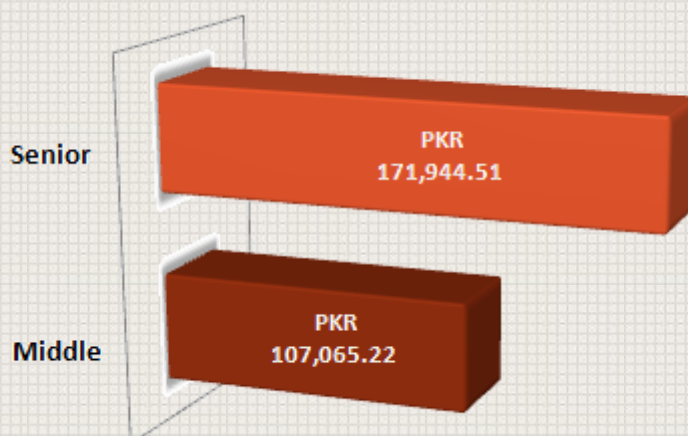
Middle Level at Rs.107,065.22/- per month where 6.7% of the respondents have said that their salaries are above Rs.260,000/- per month and Senior level at Rs. 171,944.51/- where 9.7% are being paid above Rs.325,000/- per month
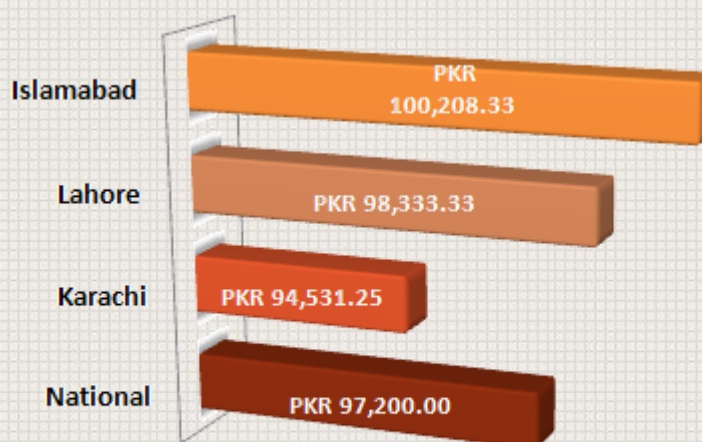
Note
Throughout the survey an entry level function denotes 0-3 years of experience, middle level represents 4-6 years of experience and a senior level employee is believed to have over 6 years of experience

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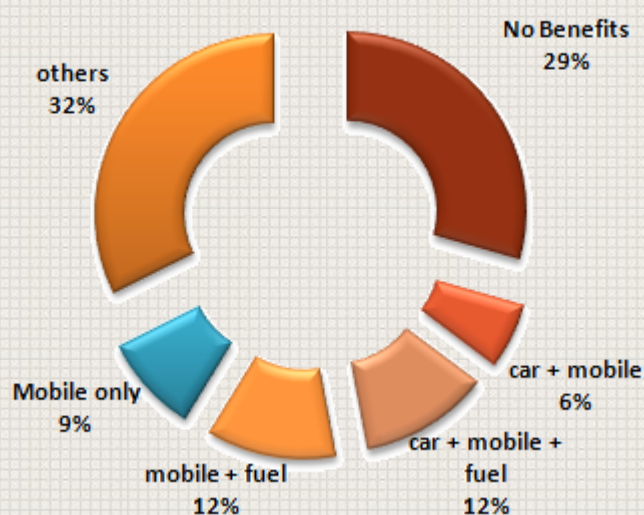for IT & ITES

Middle

Middle Level Software Development Manager

Average Salaries

Islamabad	PKR 124,285.71
Lahore	PKR 81,250.00
Karachi	PKR 119,782.61
National	PKR 107,065.22

16%

Islamabad pays middle level software development managers 16% more than the national average
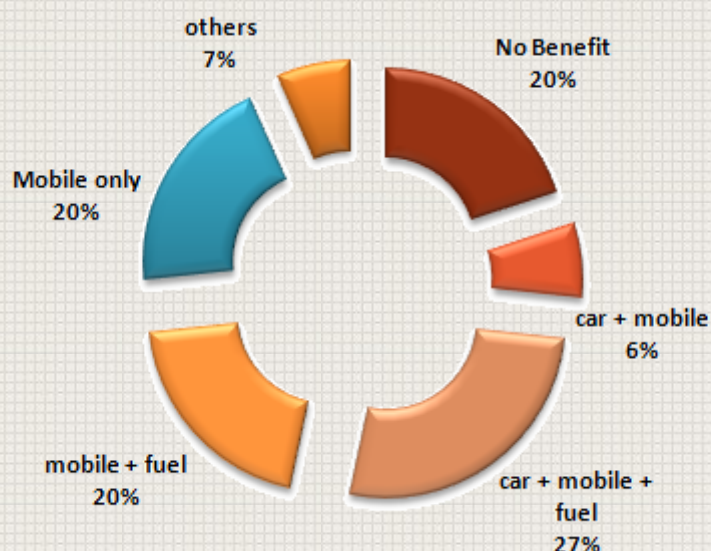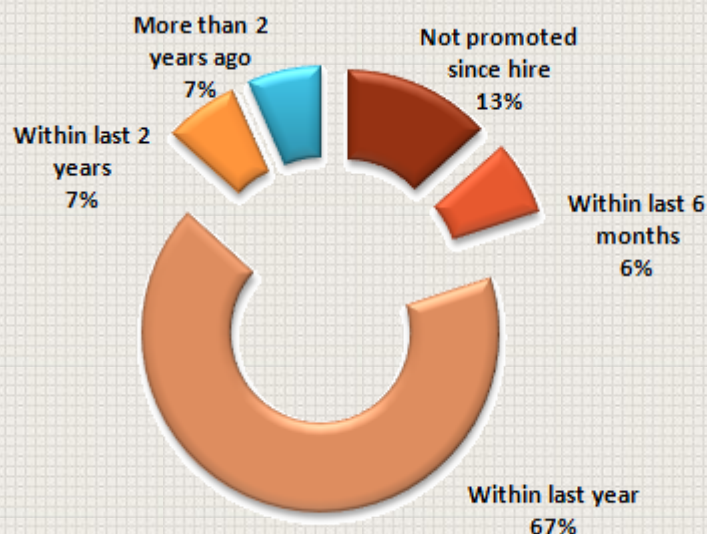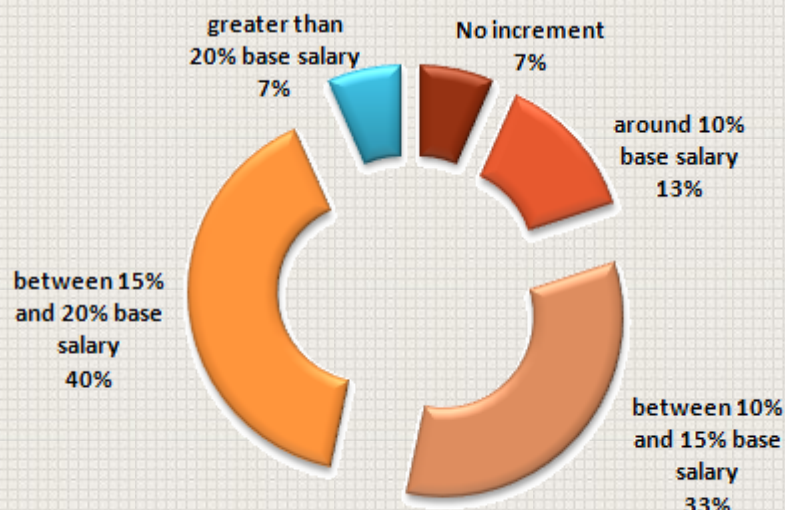
Benefits

others 7%

No Benefit 20%

Mobile only 20%

car + mobile 6%

mobile + fuel 20%

car + mobile + fuel 27%

Promotion

More than 2 years ago 7%

Not promoted since hire 13%

Within last 2 years 7%

Within last 6 months 6%

Within last year 67%

Increments

greater than 20% base salary 7%

No increment 7%

around 10% base salary 13%

between 15% and 20% base salary 40%

between 10% and 15% base salary 33%

6.7% of the middle level software development managers in Pakistan are being paid more than Rs. 260,000/- per month in basic salary.

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Senior Level Software Development Manager

Average Salaries

Islamabad	PKR 211,875.00
Lahore	PKR 140,652.26
Karachi	PKR 184,453.19
National	PKR 171,944.51

23%

Islamabad pays senior software development managers 23% more than the national average
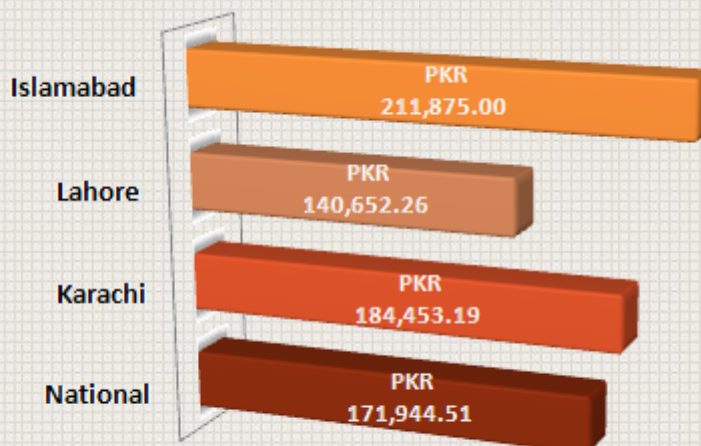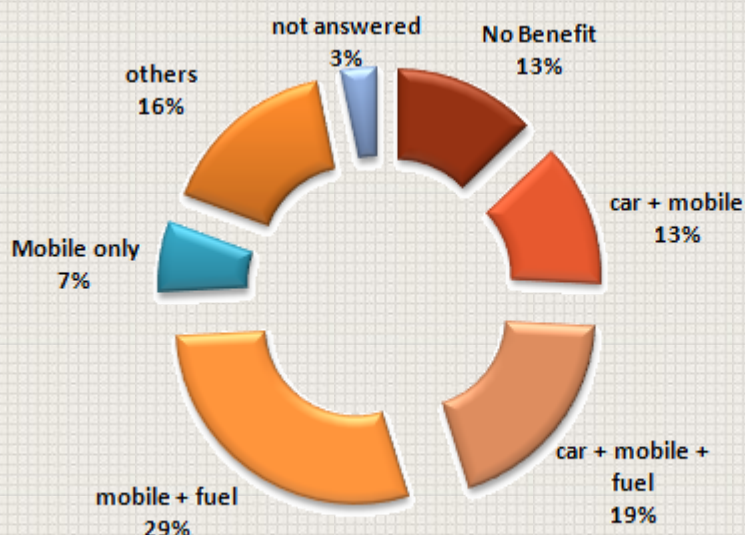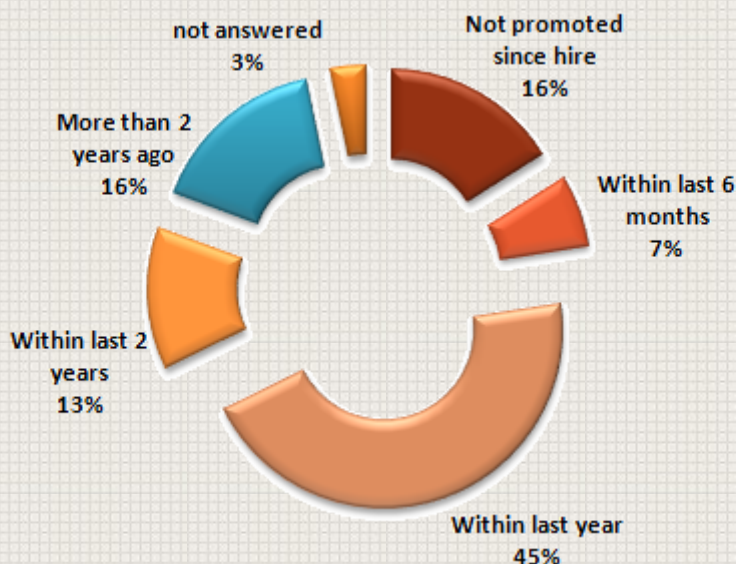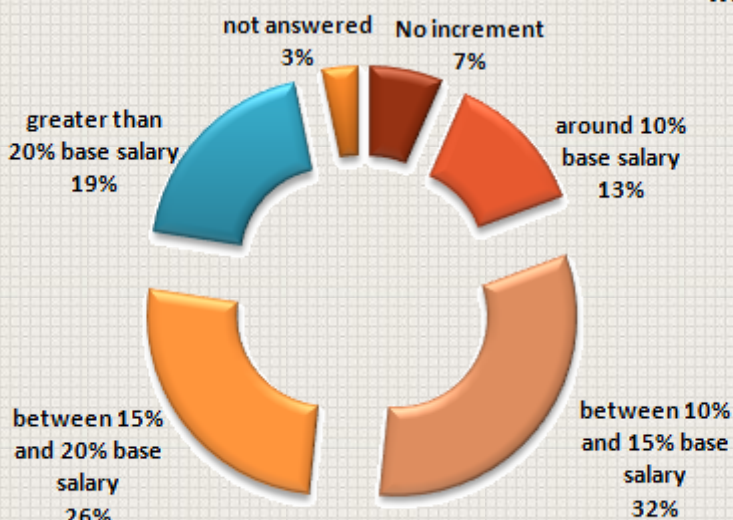
Benefits

- not answered 3%
- No Benefit 13%
- others 16%
- car + mobile 13%
- Mobile only 7%
- car + mobile + fuel 19%
- mobile + fuel 29%

Promotion

- not answered 3%
- Not promoted since hire 16%
- More than 2 years ago 16%
- Within last 6 months 7%
- Within last 2 years 13%
- Within last year 45%

Increments

- not answered 3%
- No increment 7%
- greater than 20% base salary 19%
- around 10% base salary 13%
- between 15% and 20% base salary 26%
- between 10% and 15% base salary 32%

9.7% of the senior software development managers in Pakistan are being paid more than Rs. 325,000/- per month in basic salary.

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"Findings from 243 Team Leads Nationwide"

| Entry Level 49% | Middle Level 51% |

Average Nationwide Salaries

Senior — PKR 120,800.00

Middle — PKR 87,118.64
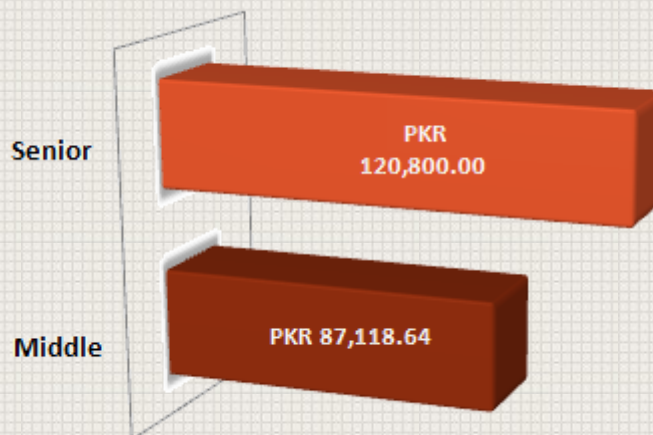
Middle Level at Rs.87,118.64/- per month where 6.3% of the respondents have said that their salaries are above Rs.150,000/- per month and Senior level at Rs. 120,800.00/- where 5.7% are being paid above Rs.200,000/- per month
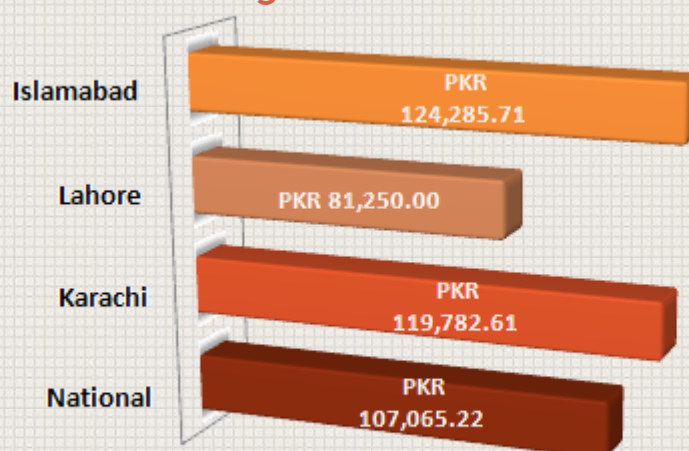
Note
Throughout the survey an entry level function denotes 0-3 years of experience, middle level represents 4-6 years of experience and a senior level employee is believed to have over 6 years of experience

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Middle Level Team Lead

Average Salaries

4.4%

Karachi pays middle level team leads the highest, 4.4% more than the national average

Islamabad — PKR 85,434.78
Lahore — PKR 83,636.36
Karachi — PKR 90,918.37
National — PKR 87,118.64

Benefits

- not answered 3%
- No Benefit 31%
- others 25%
- Mobile only 10%
- car + mobile 6%
- mobile + fuel 22%
- car + mobile + fuel 3%

Promotion

- More than 2 years ago 3%
- Not promoted since hire 9%
- Within last 2 years 13%
- Within last 6 months 19%
- Within last year 56%
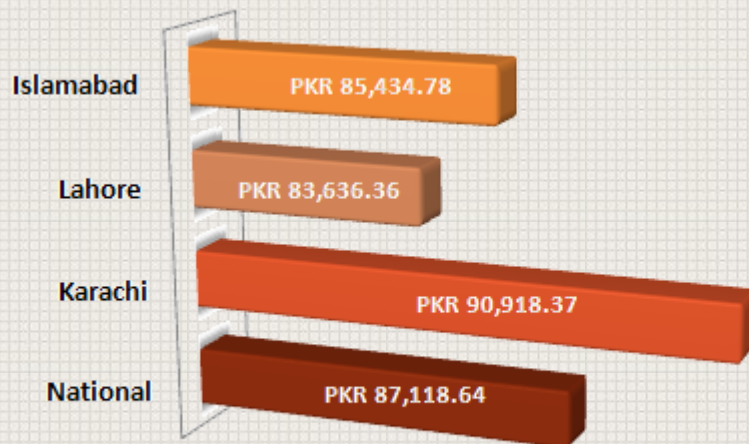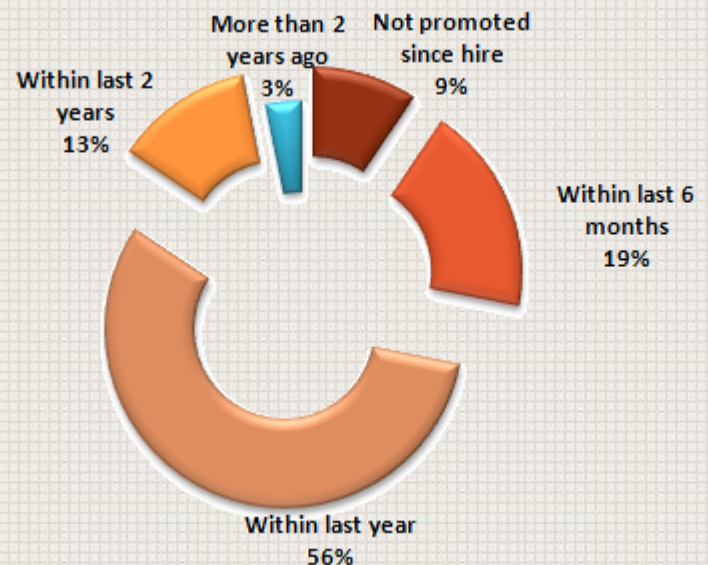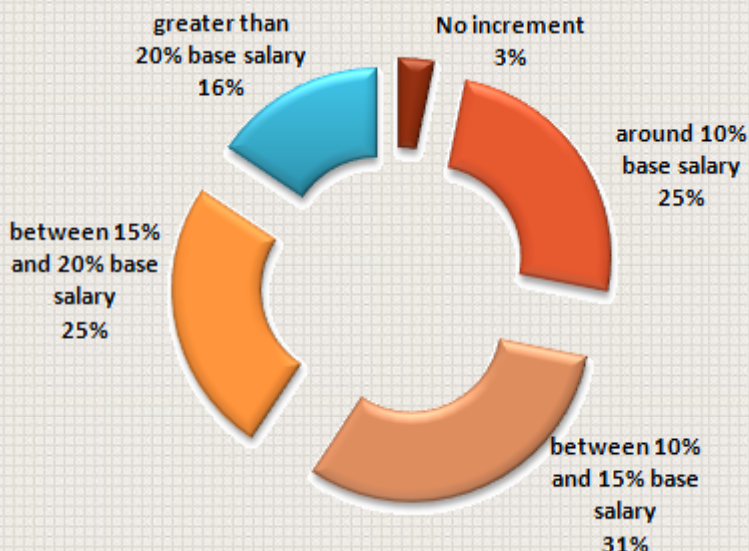
6.3% of the middle level team leads in Pakistan are being paid more than Rs. 150,000/- per month in basic salary.

Increments

- greater than 20% base salary 16%
- No increment 3%
- around 10% base salary 25%
- between 15% and 20% base salary 25%
- between 10% and 15% base salary 31%

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Senior Team Lead

8%

Karachi pays senior team leads the highest, 8% more than the national average

Average Salaries

City	Salary
Islamabad	PKR 120,681.82
Lahore	PKR 109,669.81
Karachi	PKR 130,491.80
National	PKR 120,800.00

Benefits

- not answered 3%
- No Benefit 14%
- car + mobile 6%
- car + mobile + fuel 8%
- mobile + fuel 23%
- Mobile only 3%
- others 43%

Promotion

- not answered 3%
- Not promoted since hire 3%
- More than 2 years ago 14%
- Within last 6 months 17%
- Within last 2 years 23%
- Within last year 40%

Increments

- not answered 3%
- No increment 3%
- around 10% base salary 23%
- greater than 20% base salary 20%
- between 15% and 20% base salary 17%
- between 10% and 15% base salary 34%

5.7% of the senior team leads in Pakistan are being paid more than Rs. 200,000/- per month in basic salary.

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"Findings from 376 Quality Assurance professionals Nationwide"

| Entry Level 41% | Middle Level 35% | Senior Level 23% |

Average Nationwide Salaries

Senior	PKR 94,431.82
Middle	PKR 63,007.52
Entry	PKR 38,645.16
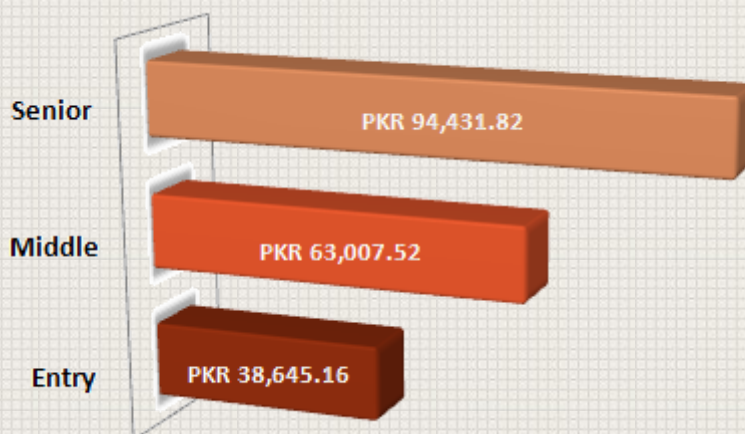
Entry Level at Rs.38,645.16/- per month where 2.3% of the respondents have said that their salaries are above Rs.60,000/- per month, Middle level at Rs. 63,007.52/- where 2.0% are being paid above Rs.100,000/- and Senior level at Rs. 94,431.82/- per month where 2.7% are being paid more than Rs.260,000/- per month.

Note
Throughout the survey an entry level function denotes 0-3 years of experience, middle level represents 4-6 years of experience and a senior level employee is believed to have over 6 years of experience
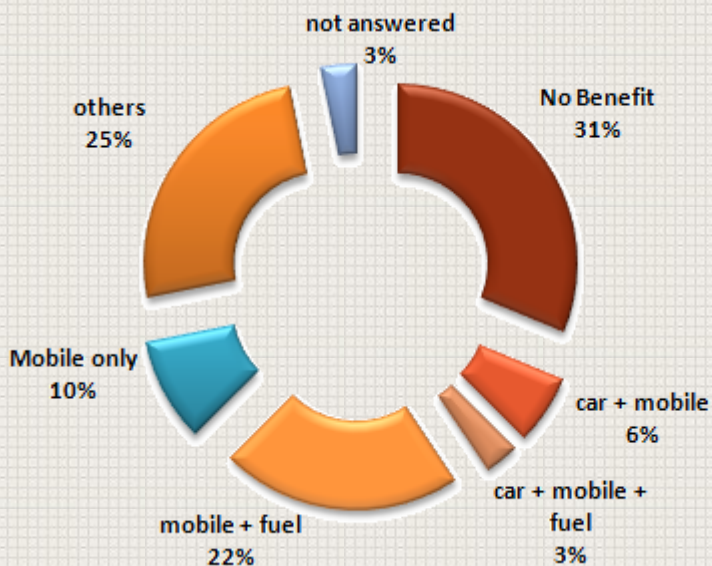
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Entry level Quality Assurance Professional

Average Salaries

9%

Karachi pays entry level QA professionals the highest, 8% more than the national average

Islamabad	PKR 36,333.33
Lahore	PKR 33,820.75
Karachi	PKR 42,122.09
National	PKR 38,645.16

Benefits

not answered 9%

No Benefits 30%

mobile + fuel 12%

others 42%

Mobile only 7%

Promotion

not answered 5%

Not promoted since hire 16%

Within last 2 years 7%

More than 2 years ago 2%

Within last 6 months 26%

Within last year 44%

Increments

not answered 5%

No increment 9%

greater than 20% base salary 9%

around 10% base salary 14%

between 15% and 20% base salary 26%

between 10% and 15% base salary 37%
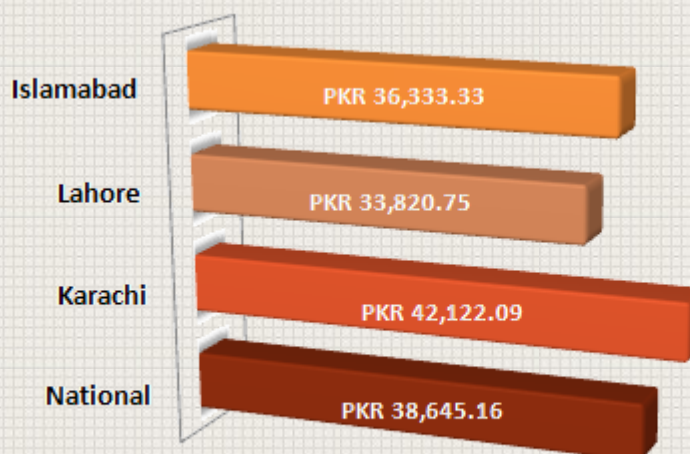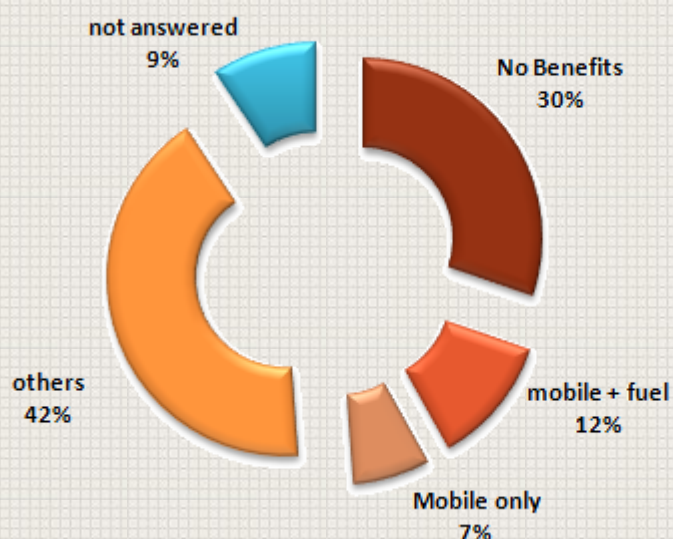
2.3% of the entry level quality assurance professionals in Pakistan are being paid more than Rs. 60,000/- per month in basic salary.

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Middle level Quality Assurance Professional

14%

Karachi pays middle level QA professionals the highest, 14% more than the national average
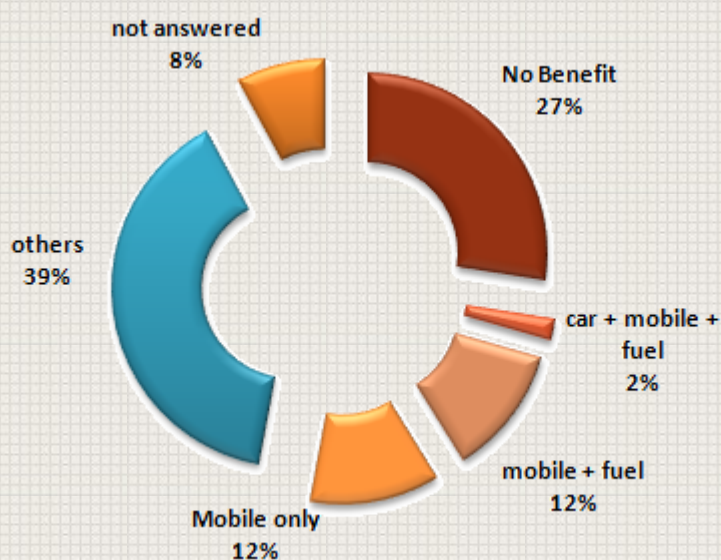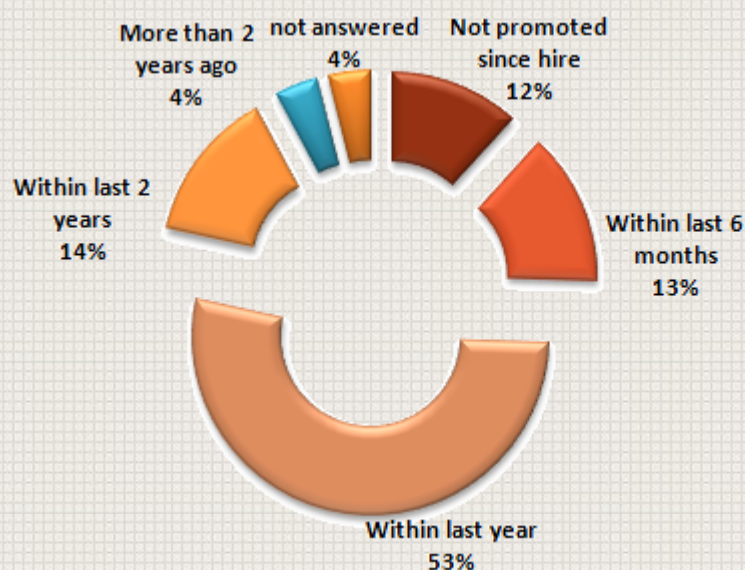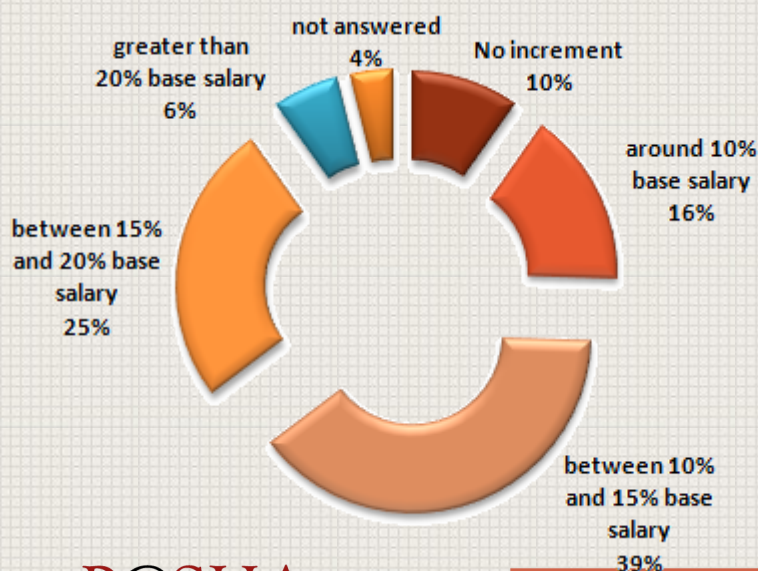
Average Salaries

Islamabad	PKR 62,236.84
Lahore	PKR 52,100.00
Karachi	PKR 72,063.49
National	PKR 63,007.52

Benefits

not answered 8%

No Benefit 27%

others 39%

car + mobile + fuel 2%

mobile + fuel 12%

Mobile only 12%

Promotion

More than 2 years ago 4%

not answered 4%

Not promoted since hire 12%

Within last 2 years 14%

Within last 6 months 13%

Within last year 53%

Increments

greater than 20% base salary 6%

not answered 4%

No increment 10%

around 10% base salary 16%

between 15% and 20% base salary 25%

between 10% and 15% base salary 39%

2.0% of the middle level quality assurance professionals in Pakistan are being paid more than Rs. 100,000/- per month in basic salary.

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Senior level Quality Assurance Professional

13%

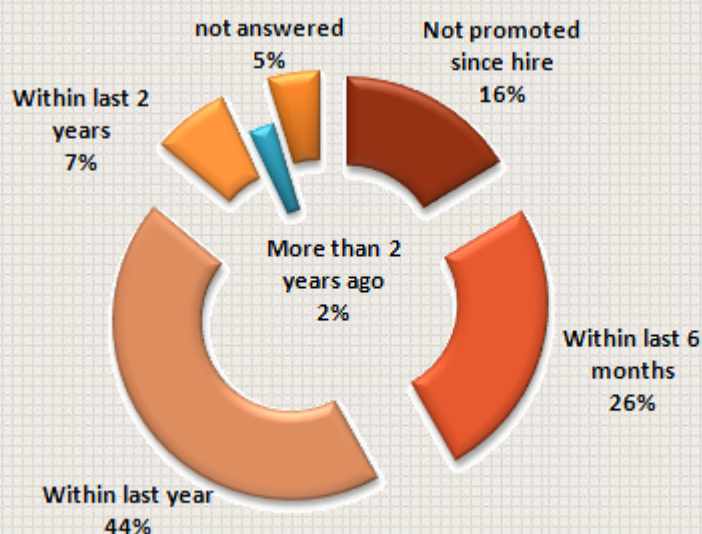Karachi pays senior QA professionals the highest, 13% more than the national average
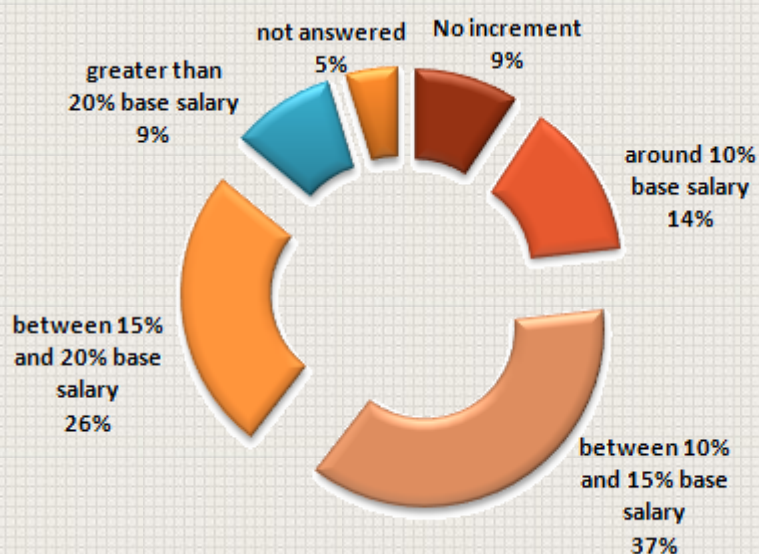
Average Salaries

City	Salary
Islamabad	PKR 95,000.00
Lahore	PKR 83,875.00
Karachi	PKR 106,666.67
National	PKR 94,431.82

Benefits

others 43%

No Benefit 22%

car + mobile 3%

car + mobile + fuel 16%

mobile + fuel 8%

Mobile only 8%

Promotion

More than 2 years ago 11%

Not promoted since hire 13%

Within last 6 months 8%

Within last 2 years 27%

Within last year 41%

Increments

greater than 20% base salary 13%

No increment 8%

around 10% base salary 19%

between 15% and 20% base salary 22%

between 10% and 15% base salary 38%

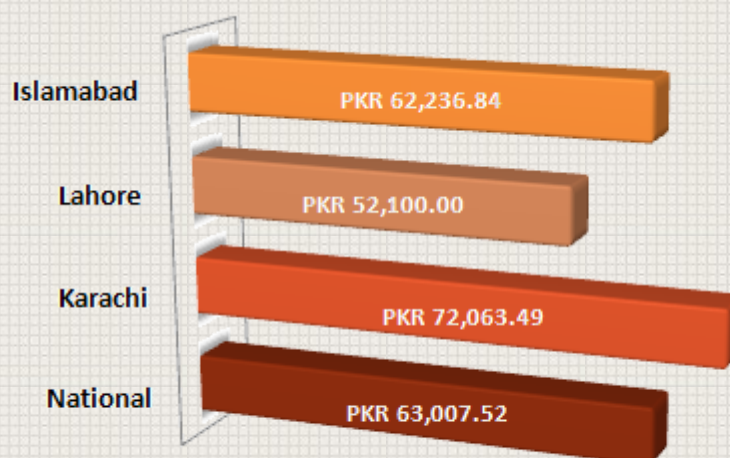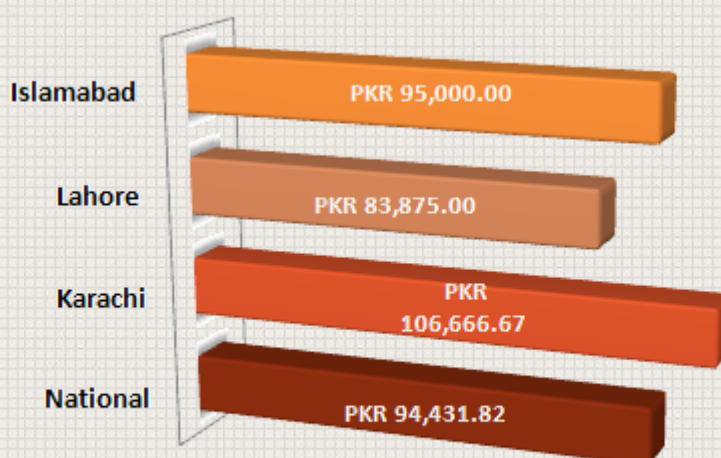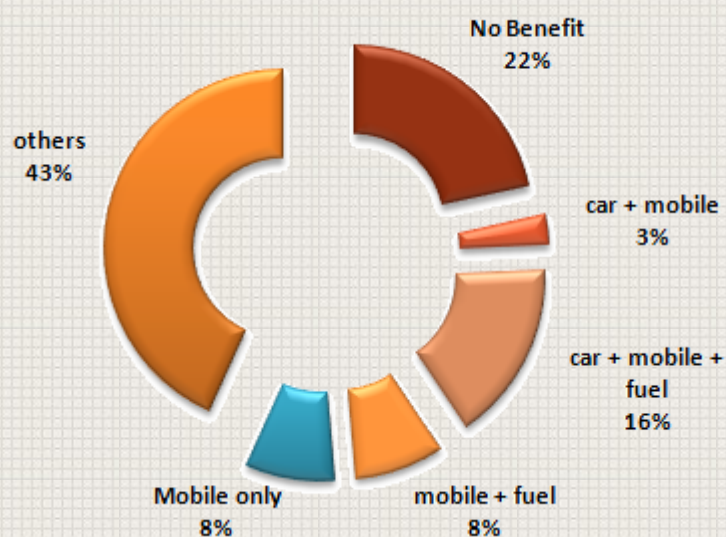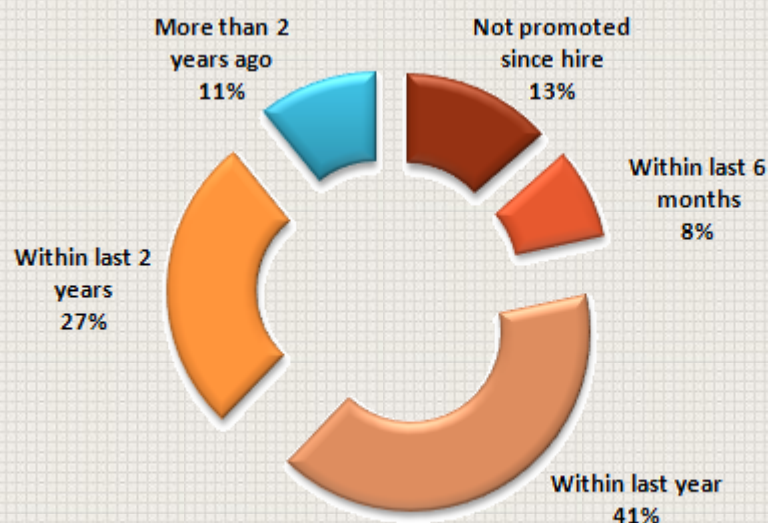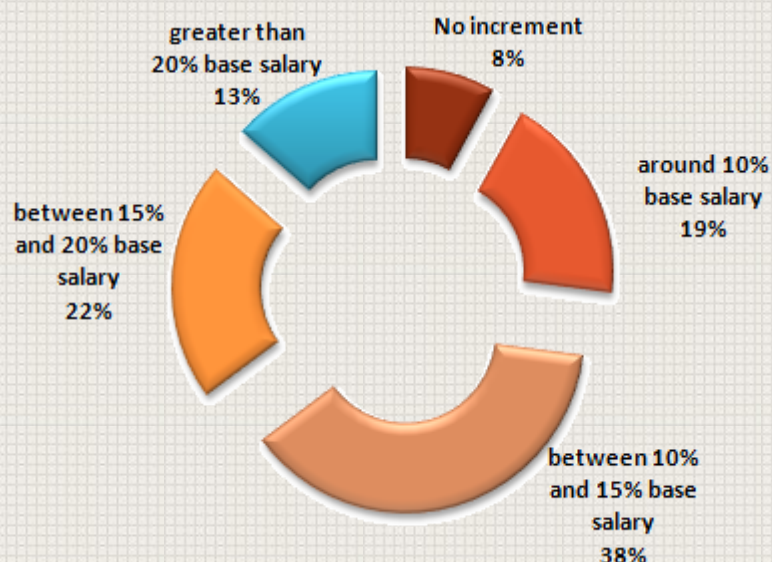**2.7%** of the senior quality assurance professionals in Pakistan are being paid more than Rs. 260,000/- per month in basic salary.

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"Findings from 56 Technical Writers Nationwide"

| Entry Level 52% | Middle Level 39% | Senior Level 9% |

Average Nationwide Salaries

Senior — PKR 78,500.00

Middle — PKR 49,659.09

Entry — PKR 34,396.55
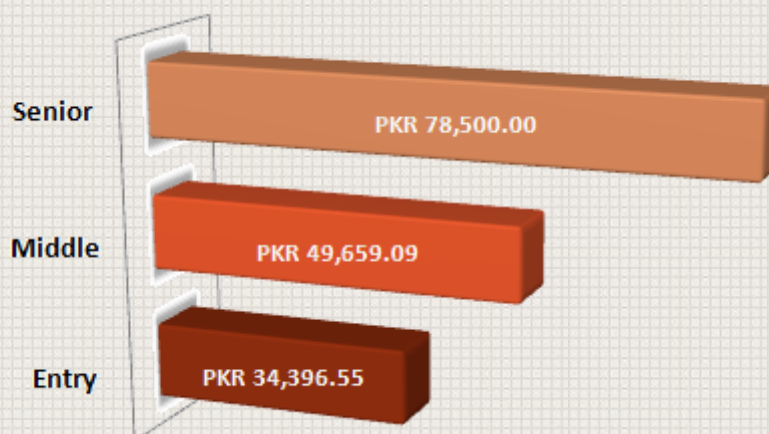
Entry Level at Rs.34,396.55/- per month where 6.7% of the respondents have said that their salaries are above Rs.80,000/- per month, Middle level at Rs. 49,659.09/- where 6.7% are being paid above Rs.100,000/- and Senior level at Rs. 78,500.00/- per month where 25% are being paid more than Rs.150,000/- per month.

Note
Throughout the survey an entry level function denotes 0-3 years of experience, middle level represents 4-6 years of experience and a senior level employee is believed to have over 6 years of experience

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Entry level Technical Writers

Average Salaries

The average monthly salary for entry level technical writers is found to be Rs. 34,396.55/- Nationally, Rs.33,958.33/- Karachi average, Rs. 30,000/- Lahore average and Rs. 56,666.67/- Islamabad average.
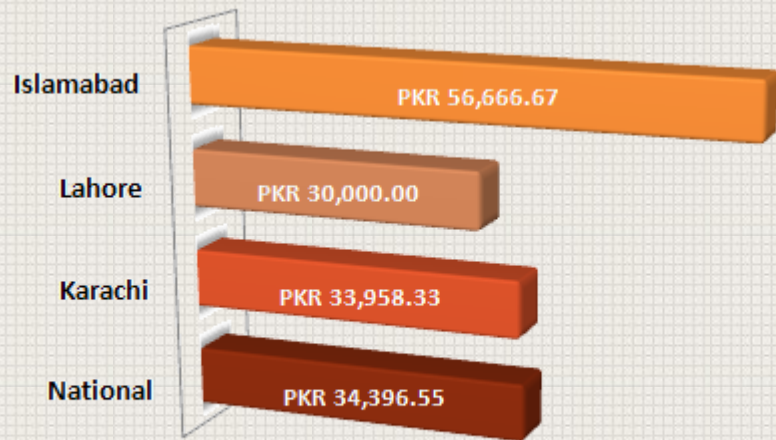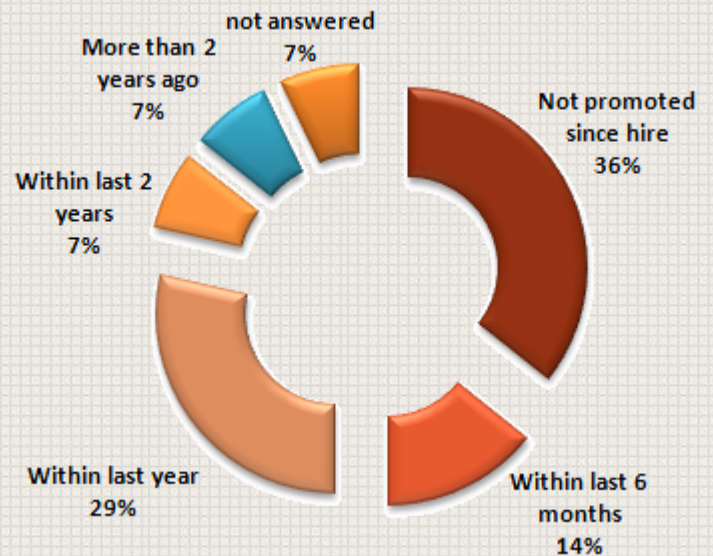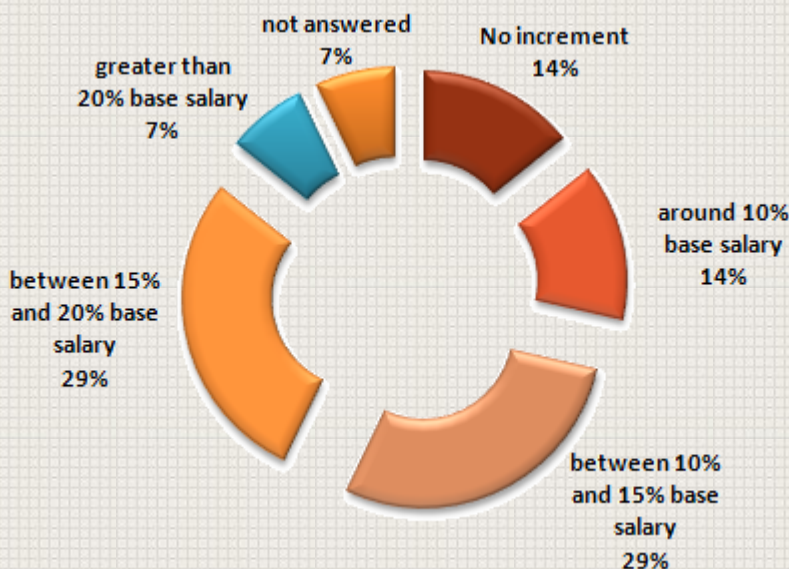
Islamabad	PKR 56,666.67
Lahore	PKR 30,000.00
Karachi	PKR 33,958.33
National	PKR 34,396.55

Benefits

not answered
7%

No Benefit
27%

mobile + fuel
6%

others
60%

Promotion

not answered
7%

More than 2 years ago
7%

Within last 2 years
7%

Not promoted since hire
36%

Within last year
29%

Within last 6 months
14%

Increments

not answered
7%

No increment
14%

greater than 20% base salary
7%

around 10% base salary
14%

between 15% and 20% base salary
29%

between 10% and 15% base salary
29%

6.7% of the entry level technical writers in Pakistan are being paid more than Rs. 80,000/- per month in basic salary.

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Middle level Technical Writers

Average Salaries

The average monthly salary for middle level technical writers is found to be
Rs. 49,659.09/- Nationally,
Rs.44,642.86/- Karachi average and
Rs. 41,250/- Lahore average

Average Salaries
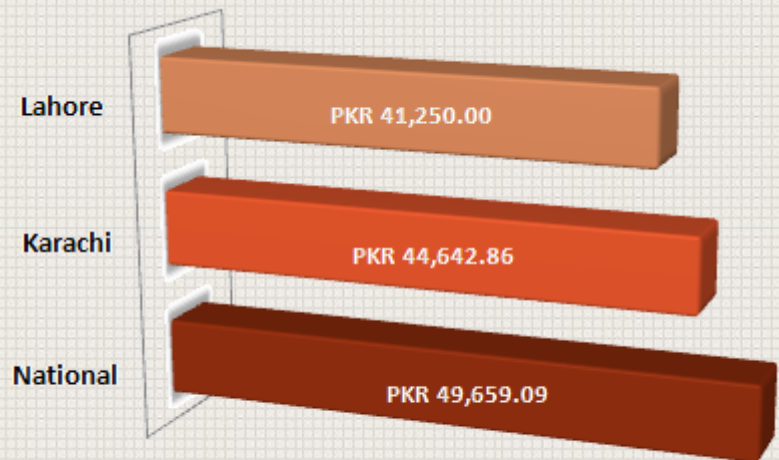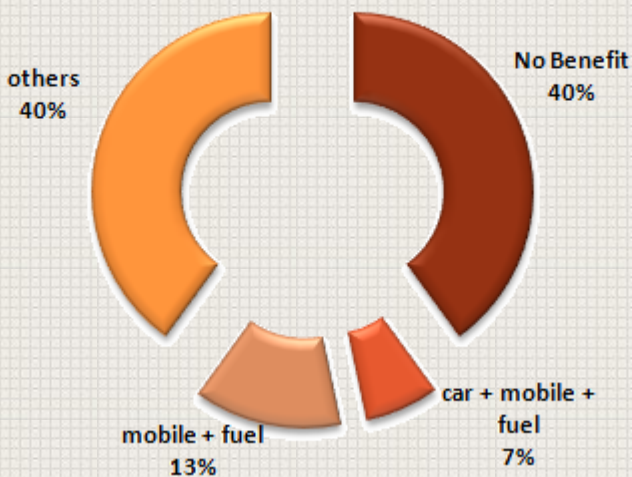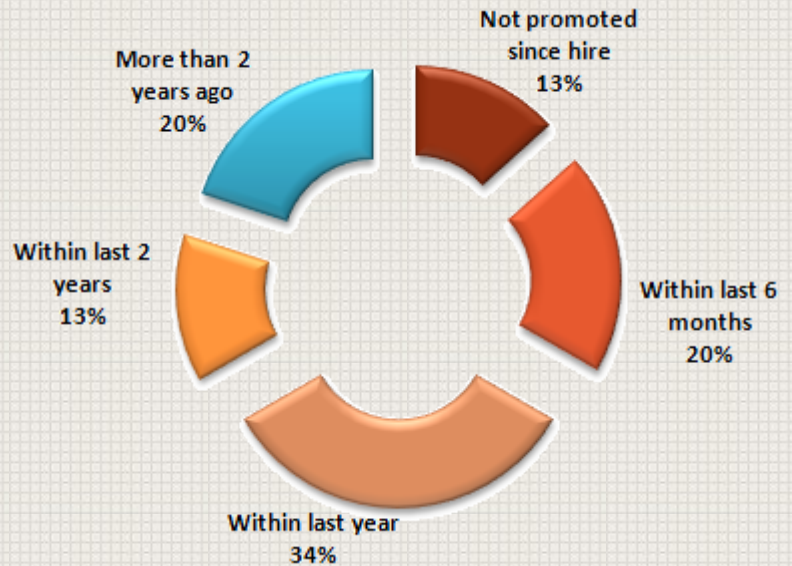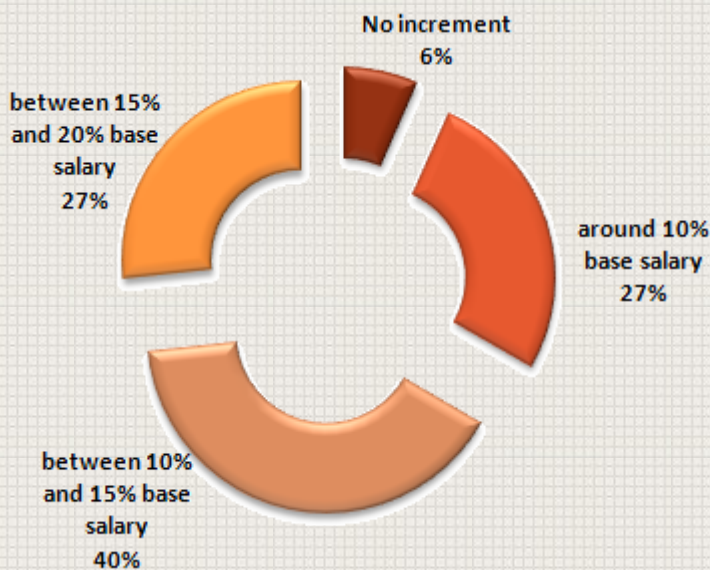
Lahore — PKR 41,250.00

Karachi — PKR 44,642.86

National — PKR 49,659.09

Benefits

others
40%

No Benefit
40%

mobile + fuel
13%

car + mobile + fuel
7%

Promotion

More than 2 years ago
20%

Not promoted since hire
13%

Within last 2 years
13%

Within last 6 months
20%

Within last year
34%

Increments

No increment
6%

between 15% and 20% base salary
27%

around 10% base salary
27%

between 10% and 15% base salary
40%

6.7% of the middle level technical writers in Pakistan are being paid more than Rs. 100,000/- per month in basic salary.

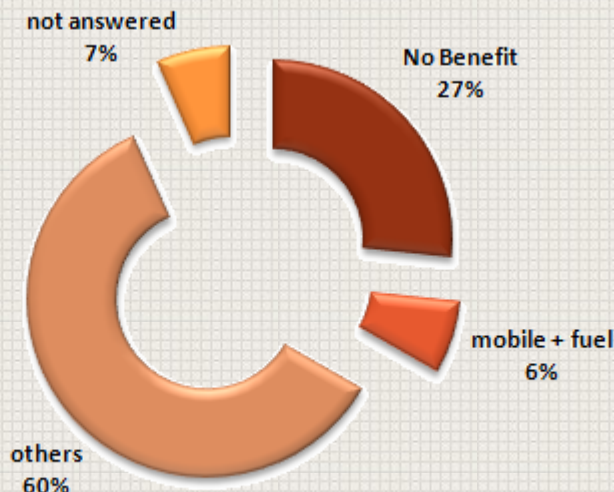# P@SHA
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Senior level Technical Writers

Average Salaries

The average monthly salary for senior technical writers is found to be Rs. 78,500/- Nationally

National

PKR 78,500.00

Benefits

No Benefit
25%

others
50%

mobile + fuel
25%

Promotion

Within last 2 years
25%

Within last 6 months
25%

Within last year
50%

Increments

greater than 20% base salary
25%

between 15% and 20% base salary
75%
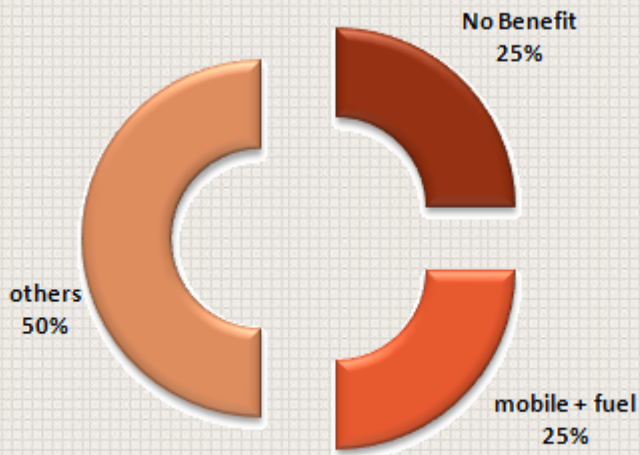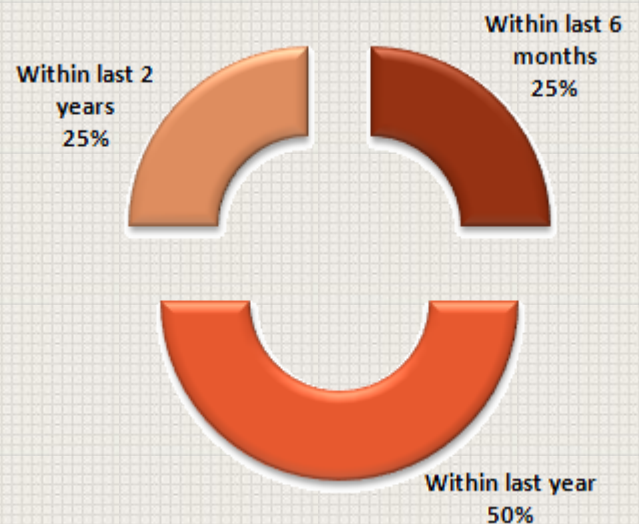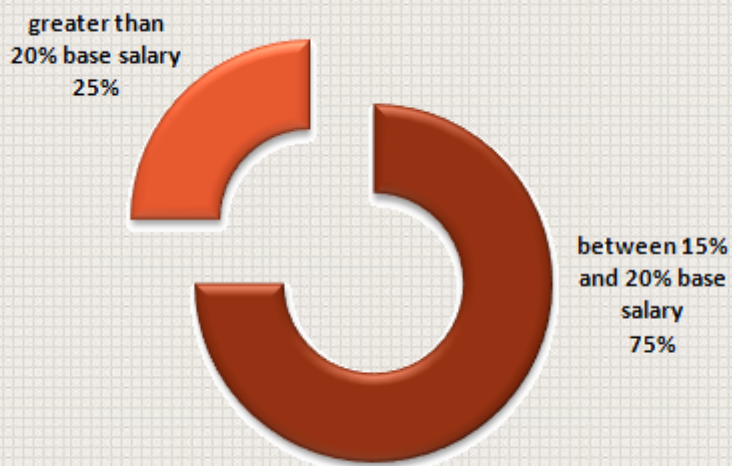
25% of the senior technical writers in Pakistan are being paid more than Rs. 150,000/- per month in basic salary.

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"Findings from 125 System Administrators Nationwide"

| Entry Level 42% | Middle Level 43% | Senior Level 15% |

Average Nationwide Salaries

Senior — PKR 85,777.78

Middle — PKR 53,935.19

Entry — PKR 30,625.00
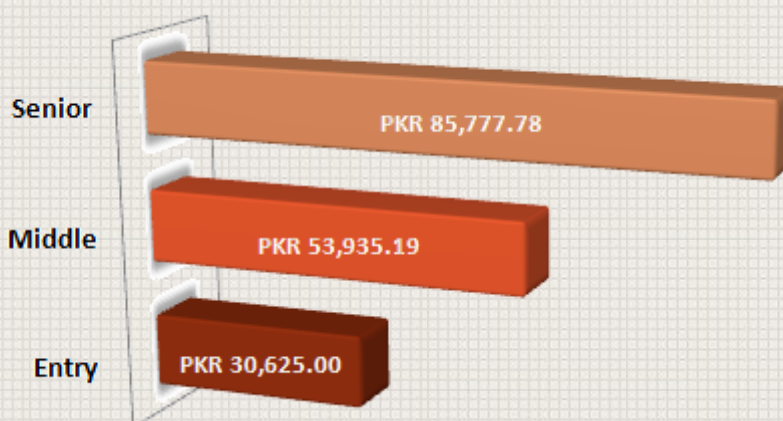
Entry Level at Rs.30,325.00/- per month where 3.6% of the respondents have said that their salaries are above Rs.60,000/- per month, Middle level at Rs. 53,935.19/- where 15.2% are being paid above Rs.80,000/- and Senior level at Rs. 85,777.78/- per month where 4.2% are being paid more than Rs.175,000/- per month.

Note
Throughout the survey an entry level function denotes 0-3 years of experience, middle level represents 4-6 years of experience and a senior level employee is believed to have over 6 years of experience

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Entry level System Administrators

Average Salaries

12%

Karachi pays entry level system administrators the highest, 12% more than the national average

Islamabad	PKR 21,666.67
Lahore	PKR 29,239.13
Karachi	PKR 34,347.83
National	PKR 30,625.00

Benefits

- not answered 11%
- others 25%
- Mobile only 14%
- mobile + fuel 7%
- No Benefit 43%

Promotion

- Within last 2 years 3%
- not answered 7%
- Not promoted since hire 36%
- Within last year 36%
- Within last 6 months 18%

Increments

- greater than 20% base salary 7%
- not answered 7%
- No increment 22%
- between 15% and 20% base salary 21%
- around 10% base salary 18%
- between 10% and 15% base salary 25%
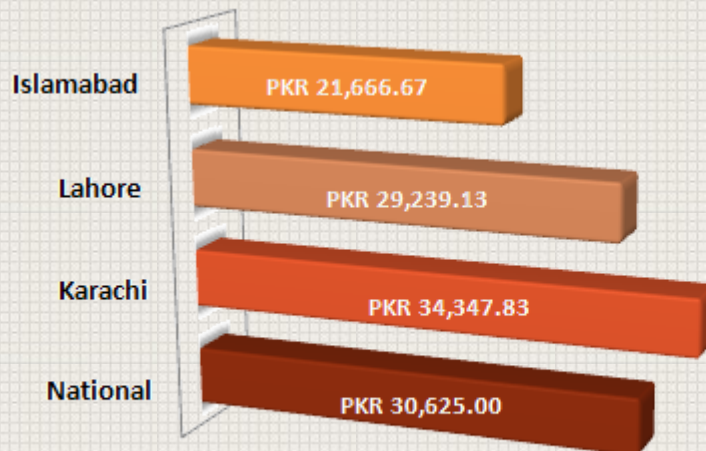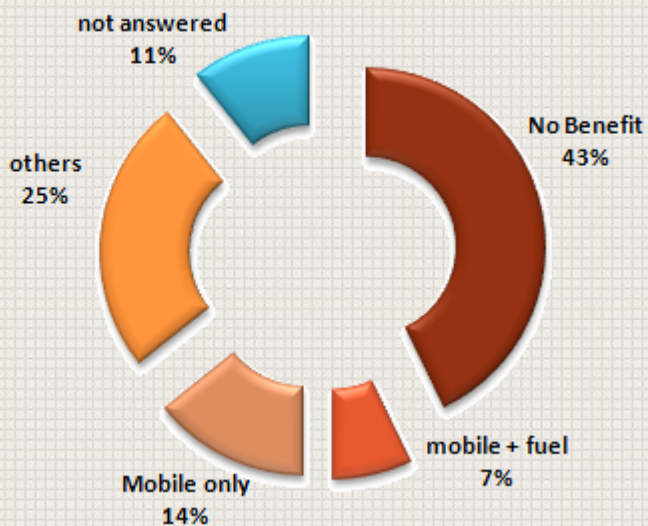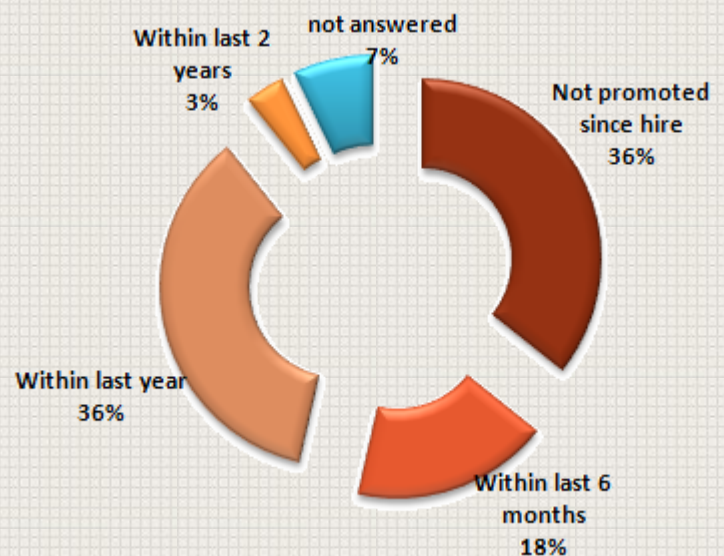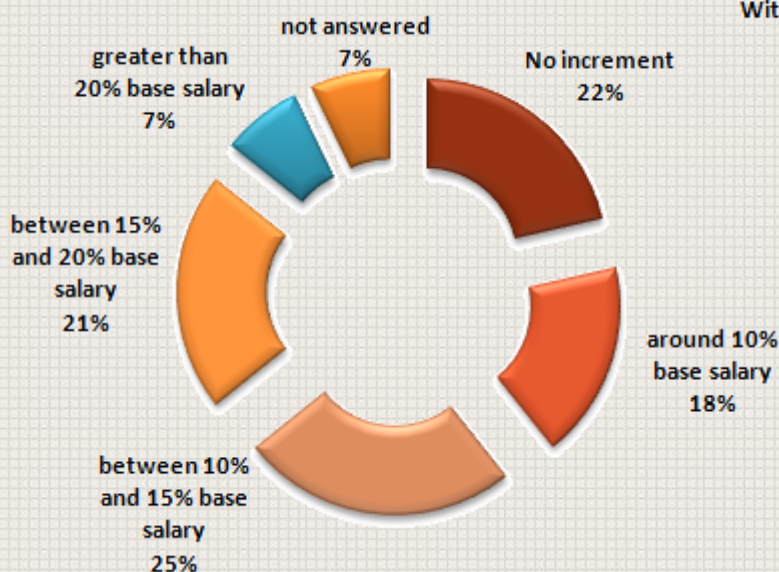
3.6% of the entry level system administrators in Pakistan are being paid more than Rs. 60,000/- per month in basic salary.

Middle level System Administrators

Average Salaries

43%
Islamabad pays middle level system administrators the highest, 43% more than the national average

Islamabad	PKR 77,500.00
Lahore	PKR 46,700.00
Karachi	PKR 53,625.00
National	PKR 53,935.19

Benefits

others 37%

No Benefit 18%

mobile + fuel 21%

Mobile only 24%

Promotion

More than 2 years ago 9%

Not promoted since hire 18%

Within last 2 years 18%

Within last 6 months 12%

Within last year 43%

Increments

greater than 20% base salary 9%

No increment 6%

not answered 3%

around 10% base salary 24%

between 15% and 20% base salary 27%

between 10% and 15% base salary 31%
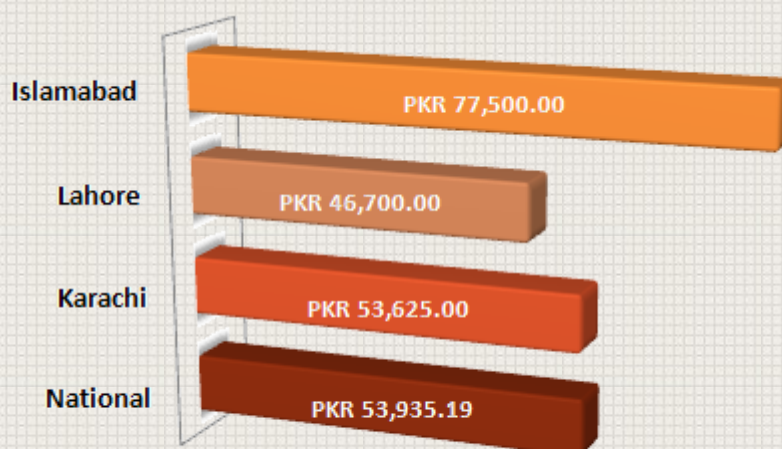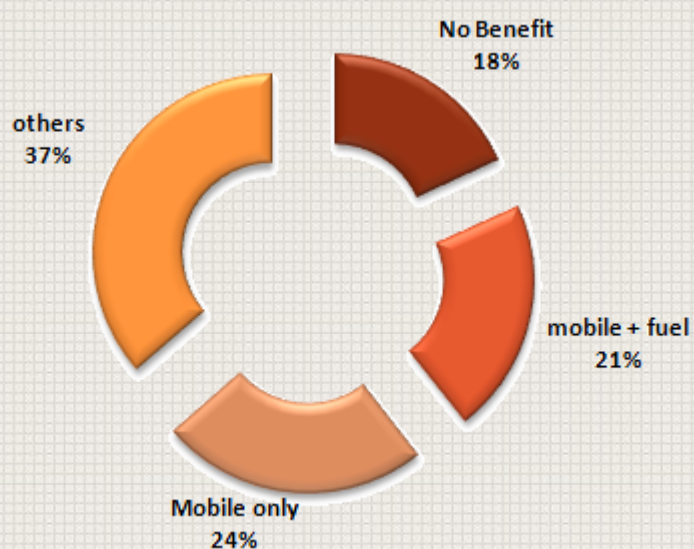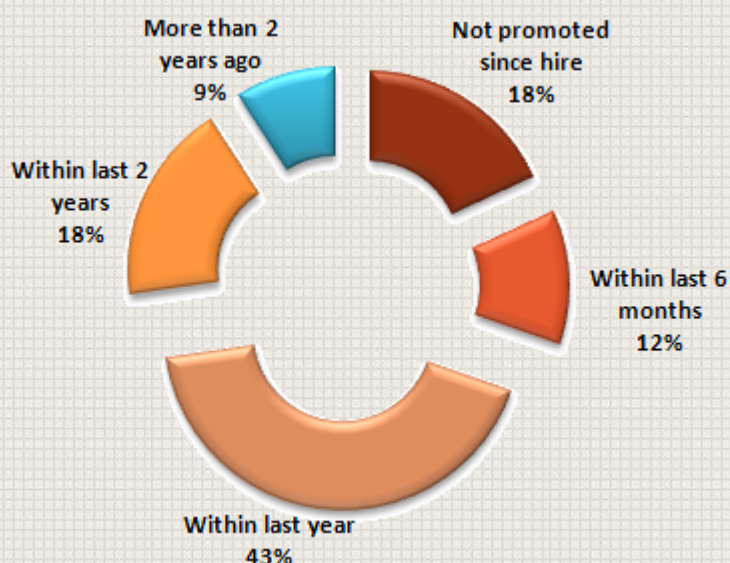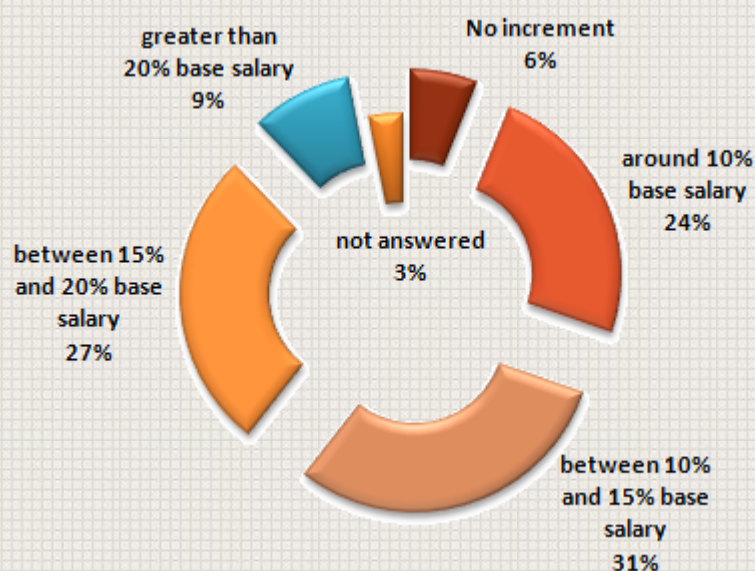
15.2% of the middle level system administrators in Pakistan are being paid more than Rs. 80,000/- per month in basic salary.

Senior level System Administrators

Average Salaries

17%

Karachi pays senior system administrators the highest, 17% more than the national average

Islamabad — PKR 97,500.00

Lahore — PKR 66,842.11

Karachi — PKR 100,000.00

National — PKR 85,777.78

Benefits

No Benefits
21%

others
33%

car + mobile
4%

car + mobile + fuel
12%

Mobile only
13%

mobile + fuel
17%

Promotion

Within last 2 years
13%

Not promoted since hire
12%

More than 2 years ago
13%

Within last 6 months
8%

Within last year
54%

Increments

between 15% and 20% base salary
25%

No increment
13%

around 10% base salary
8%

greater than 20% base salary
8%

between 10% and 15% base salary
46%
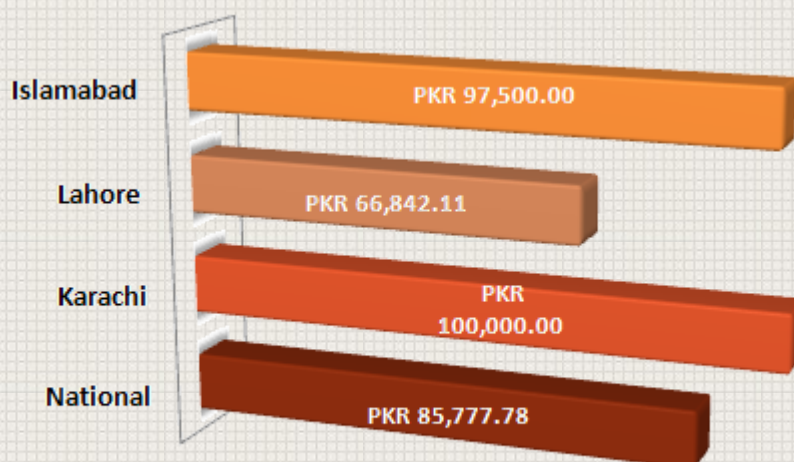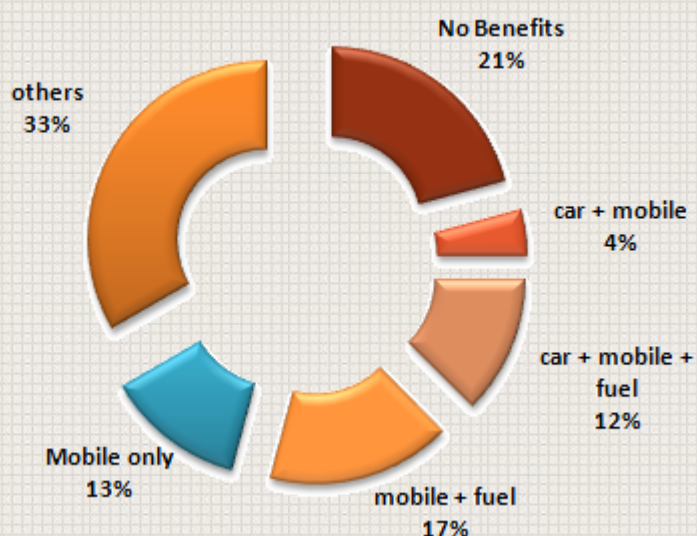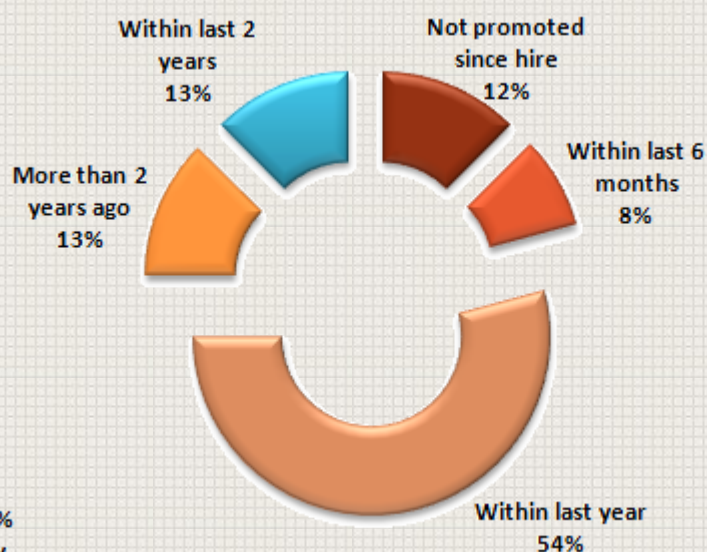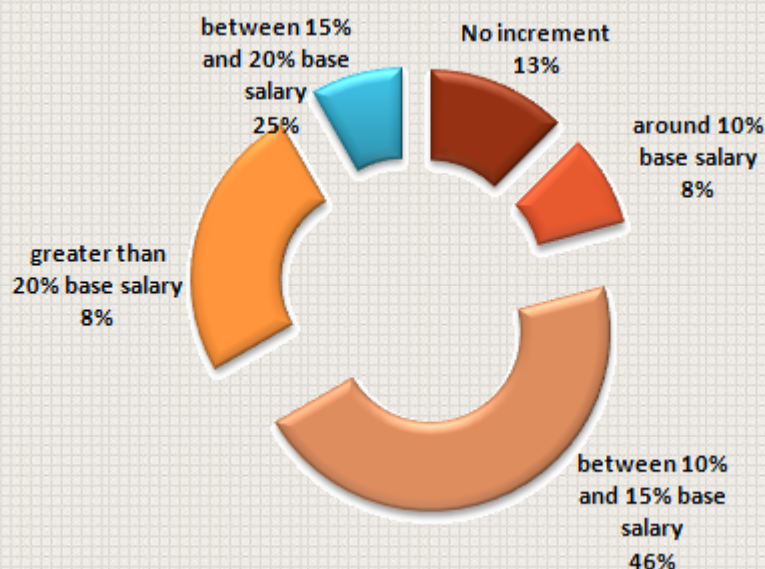
4.2% of the senior system administrators in Pakistan are being paid more than Rs. 175,000/- per month in basic salary.

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"Findings from 67 Research & Development professionals Nationwide"

| Entry Level 30% | Middle Level 37% | Senior Level 33% |

Average Nationwide Salaries

Senior	PKR 134,545.45
Middle	PKR 74,200.00
Entry	PKR 47,625.00
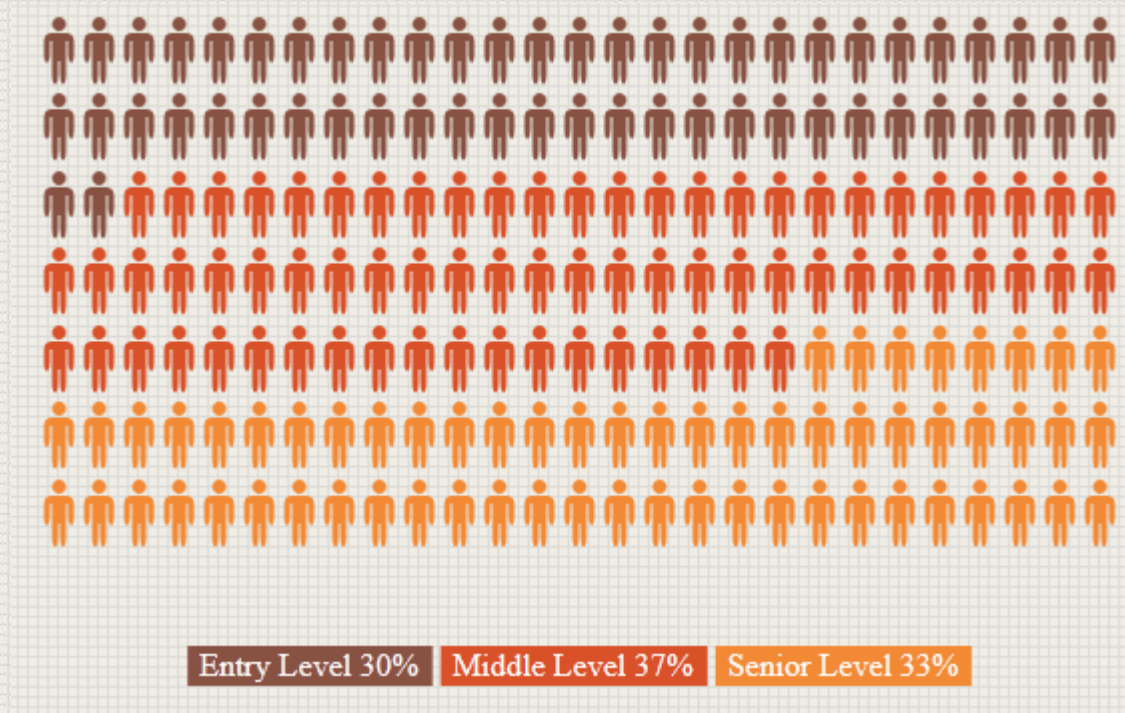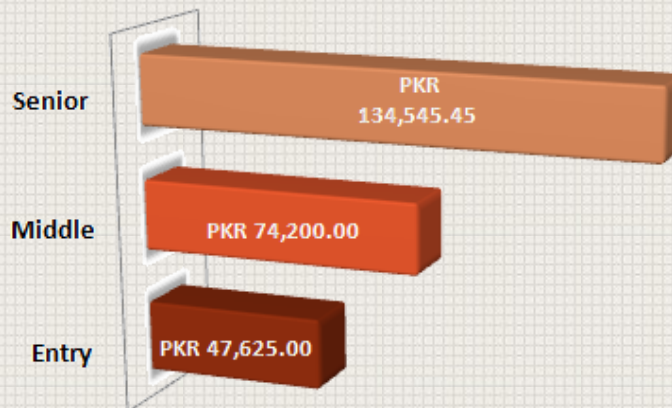
Entry Level at Rs.47,625.00/- per month where 16.7% of the respondents have said that their salaries are above Rs.100,000/- per month, Middle level at Rs. 74,200.00/- where 11.1% are being paid above Rs.100,000/- and Senior level at Rs. 134,545.45/- per month where 8.3% are being paid more than Rs.225,000/- per month.

Note
Throughout the survey an entry level function denotes 0-3 years of experience, middle level represents 4-6 years of experience and a senior level employee is believed to have over 6 years of experience

Entry Level Research & Development professional

Average Salaries

The average monthly salary for
Entry level research & development
professional is found to be
Rs. 47,625/- Nationally

National **PKR 47,625.00**

Benefits

No Benefits
34%

not answered
33%

mobile + fuel
33%

Promotion

Not promoted
since hire
17%

Within last 2
years
33%

Within last 6
months
33%

Within last year
17%

Increments

around 10%
base salary
17%

greater than
20% base salary
33%

between 10%
and 15% base
salary
50%
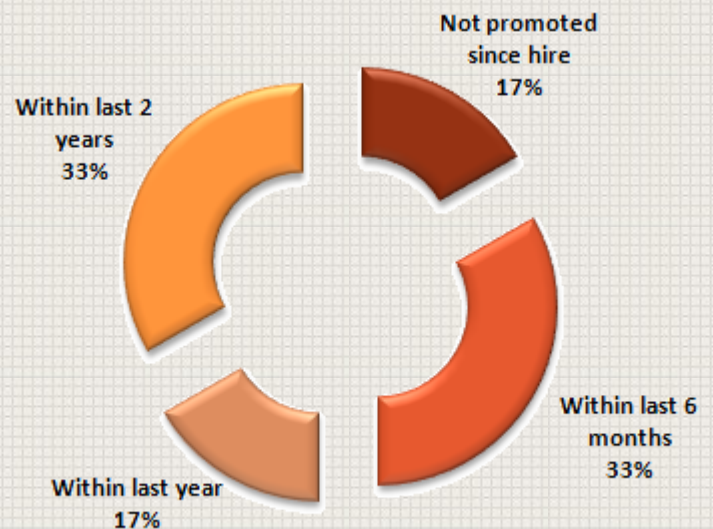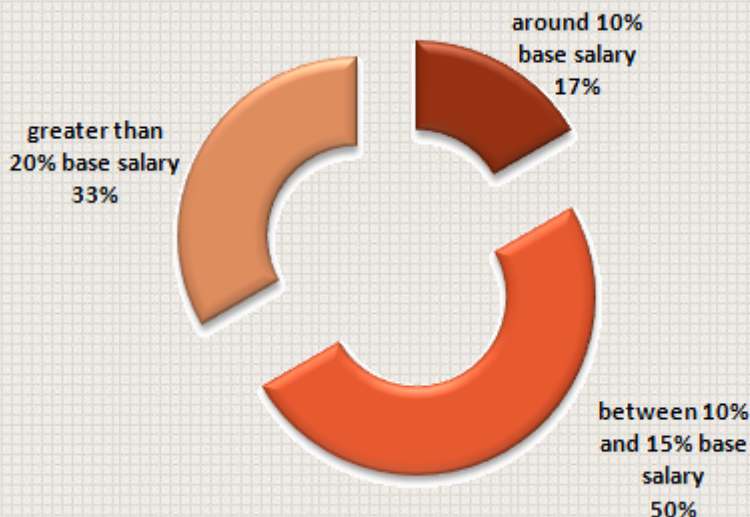
16.7% of the entry
level R&D professionals in
Pakistan are being paid more
than Rs. 100,000/- per month
in basic salary.

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Middle Level Research & Development professional

Average Salaries

The average monthly salary for middle level research & development professional is found to be Rs. 74,200/- Nationally

National

PKR
74,200.00

Benefits

not answered
11%

No Benefits
11%

car + mobile + fuel
11%

others
33%

mobile + fuel
34%

Promotion

Within last 6 months
22%

Within last 2 years
33%

Within last year
45%

Increments

around 10% base salary
22%

greater than 20% base salary
45%

between 10% and 15% base salary
11%

between 15% and 20% base salary
22%
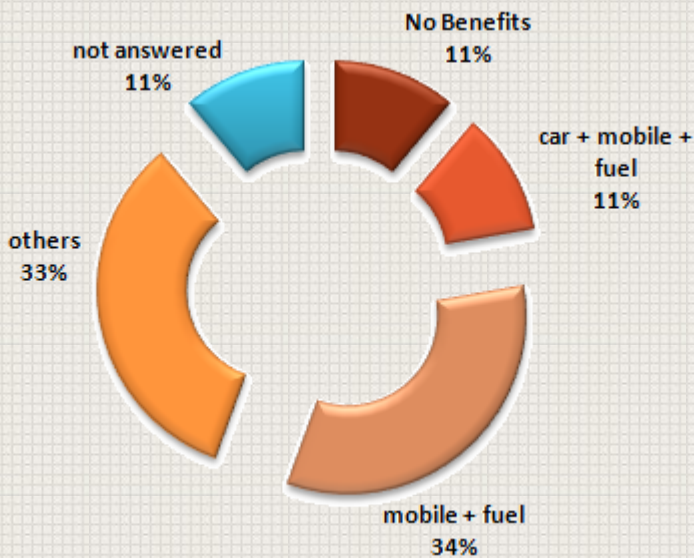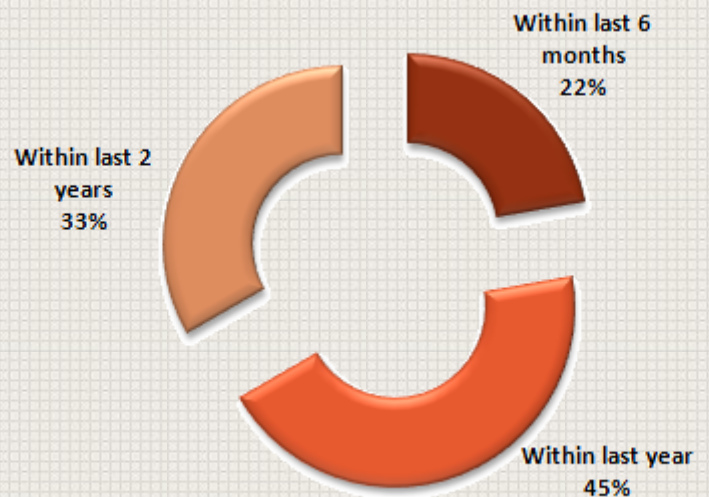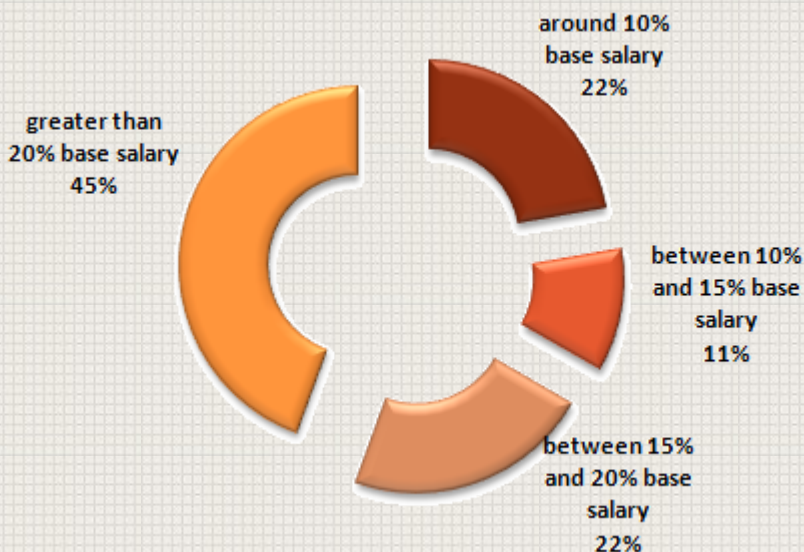
11.1% of the middle level R&D professionals in Pakistan are being paid more than Rs. 100,000/- per month in basic salary.

Senior Level Research & Development professional

Average Salaries

The average monthly salary for senior research & development professional is found to be Rs. 134,545.45/- Nationally

National

PKR
134,545.45

Benefits

not answered
8%

others
17%

No Benefits
25%

mobile + fuel
25%

car + mobile + fuel
25%

Promotion

More than 2 years ago
17%

Not promoted since hire
16%

Within last 6 months
17%

Within last year
50%

Increments

No increment
8%

greater than 20% base salary
33%

around 10% base salary
25%

between 15% and 20% base salary
17%

between 10% and 15% base salary
17%
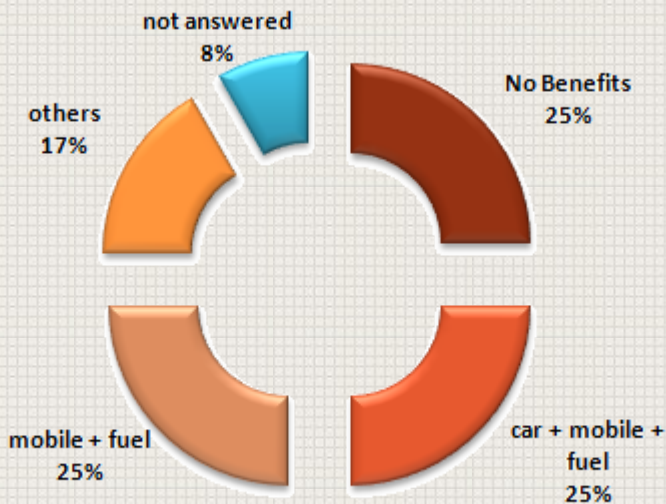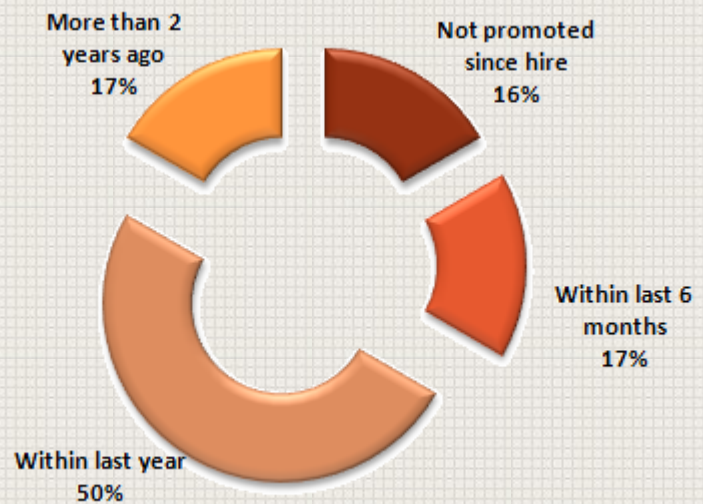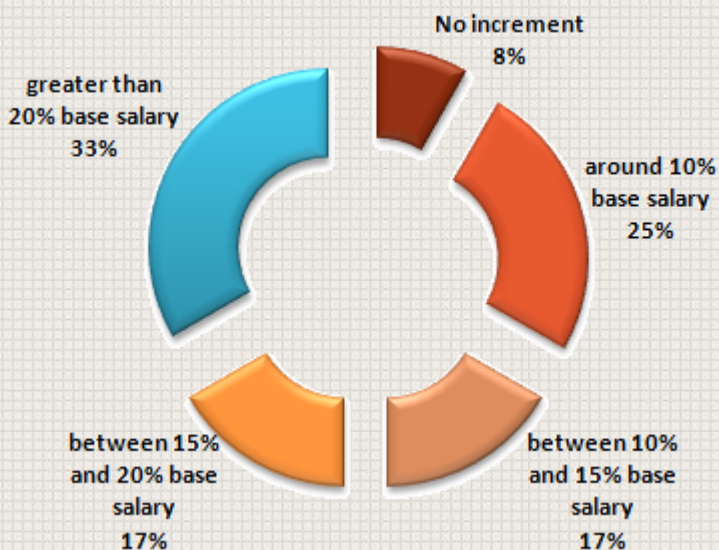
8.3% of the senior R&D professionals in Pakistan are being paid more than Rs. 225,000/- per month in basic salary.

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"Findings from 44 Social Media Marketing/ SEO & SEM professionals Nationwide"

| Entry Level 52% | Middle Level 43% | Senior Level 5% |

Average Nationwide Salaries

Senior	PKR 85,416.67
Middle	PKR 47,631.58
Entry	PKR 32,282.61
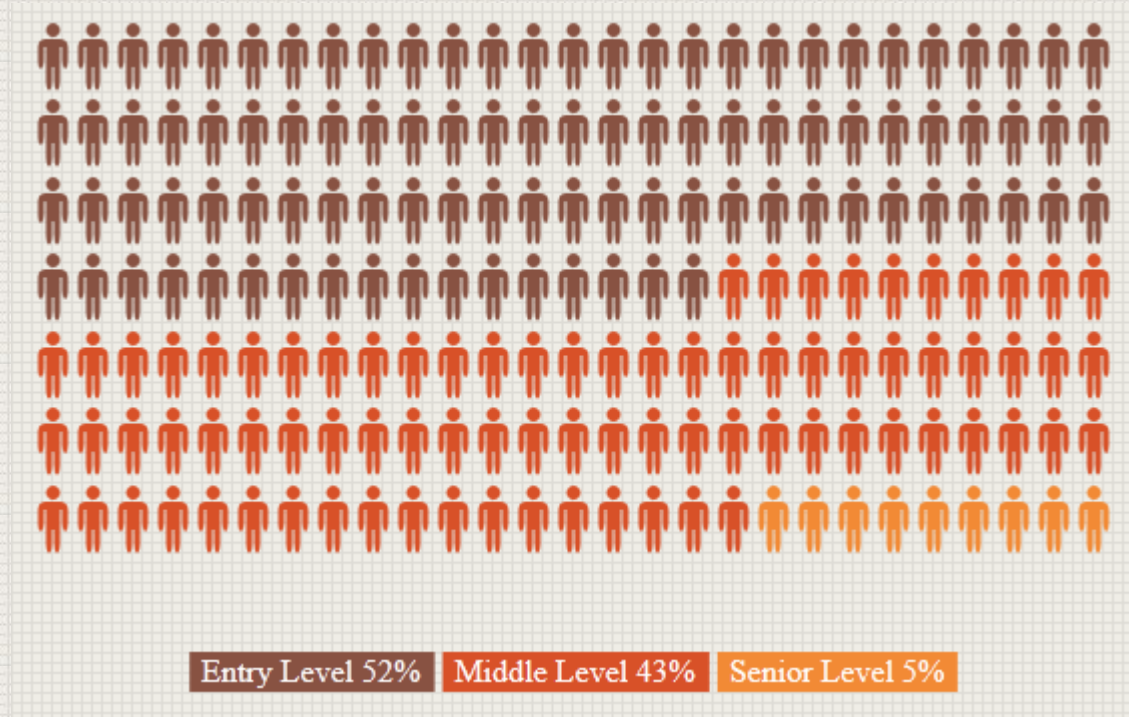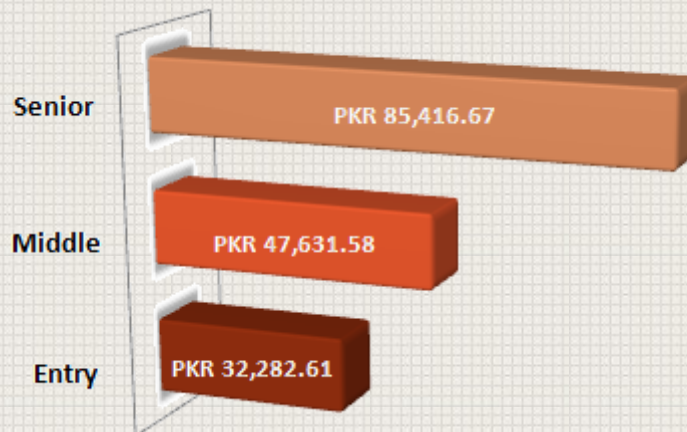
Entry Level at Rs.32,282.61/- per month where 18.2% of the respondents have said that their salaries are above Rs.45,000/- per month, Middle level at Rs. 47,631.58/- where 8.3% are being paid above Rs.80,000/- and Senior level at Rs.85,416.67/- per month where 20% are being paid more than Rs.150,000/- per month.
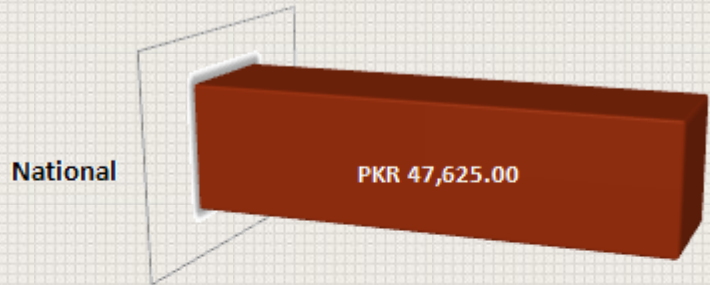
Note
Throughout the survey an entry level function denotes 0-3 years of experience, middle level represents 4-6 years of experience and a senior level employee is believed to have over 6 years of experience
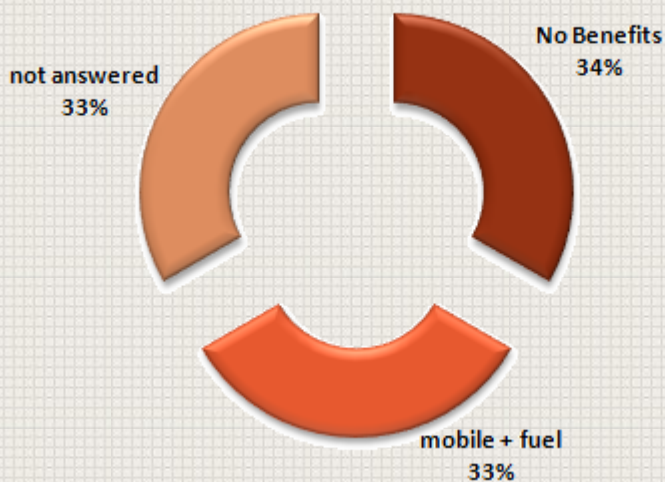
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Entry Level Social Media Marketing/ SEO & SEM professionals

Average Salaries

11.5%

Karachi pays entry level social media marketing professional the highest, 11.5% higher than the national average

Islamabad — PKR 30,000.00

Lahore — PKR 31,875.00

Karachi — PKR 36,000.00

National — PKR 32,282.61

Benefits

not answered 9%

others 9%

No Benefit 55%

mobile + fuel 27%

Promotion

Within last 2 years 9%

Not promoted since hire 37%

Within last year 36%

Within last 6 months 18%

Increments

between 15% and 20% base salary 9%

greater than 20% base salary 9%

No increment 27%

between 10% and 15% base salary 18%

around 10% base salary 37%
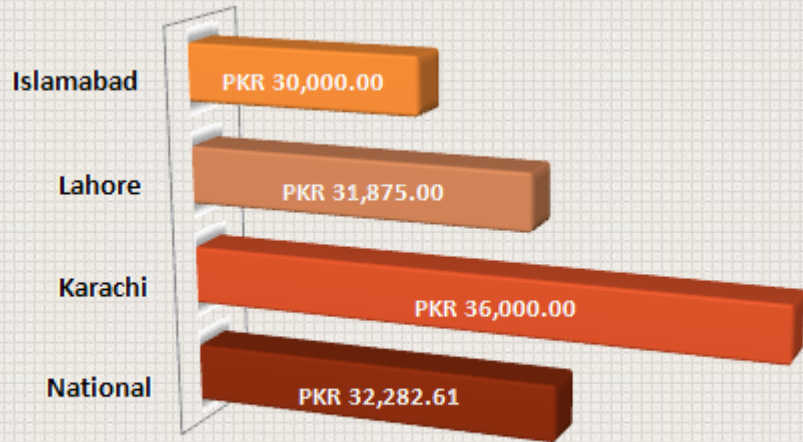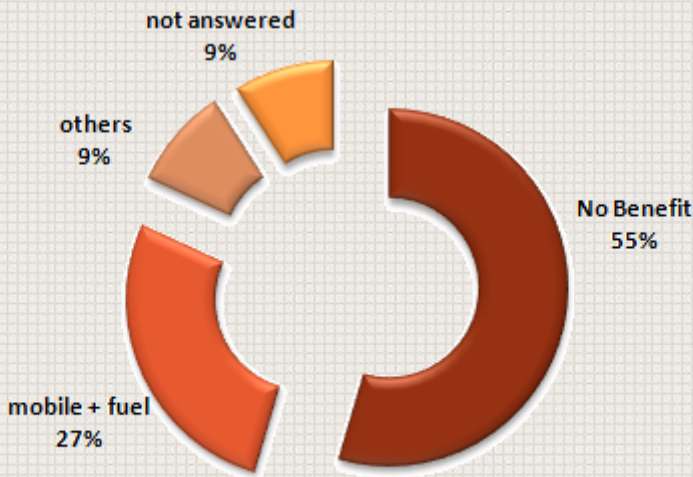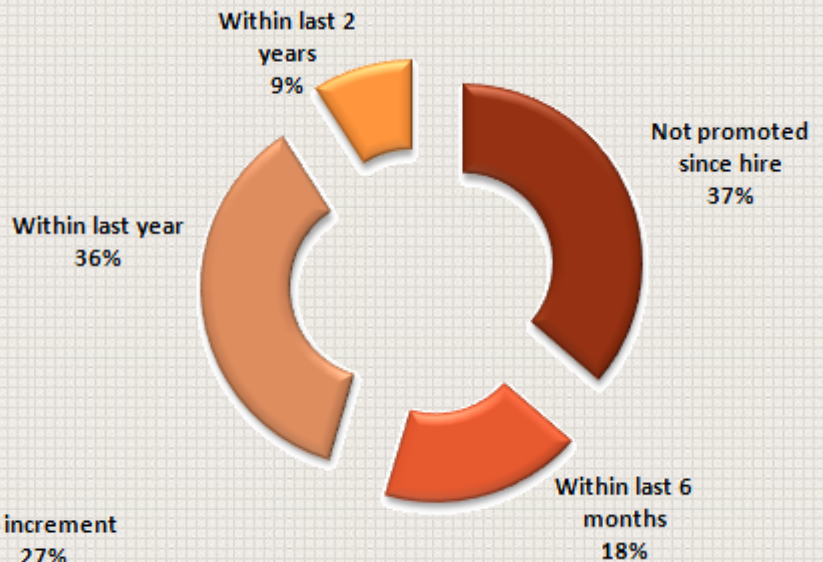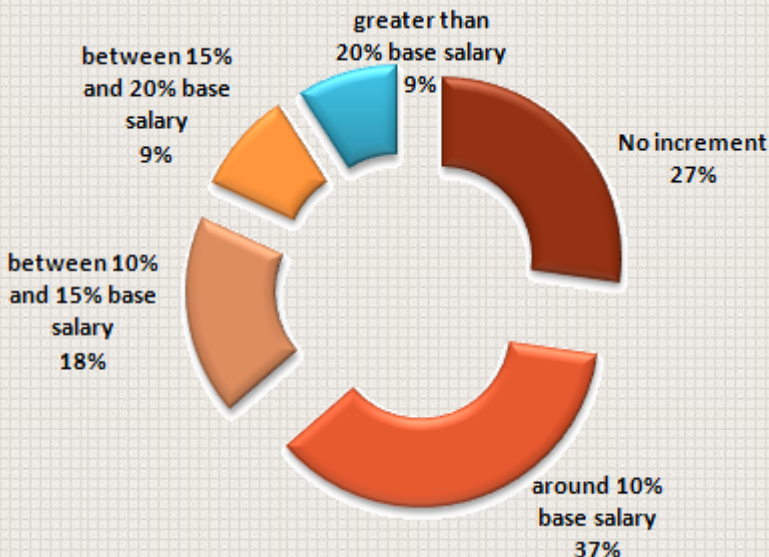
18.2% of the entry level social media marketing professionals in Pakistan are being paid more than Rs. 45,000/- per month in basic salary.

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for IT & ITES

Middle

Middle Level Social Media Marketing/ SEO & SEM professionals

Average Salaries

15.5%

Karachi pays middle level social media marketing professional the highest, 15.5% higher than the national average
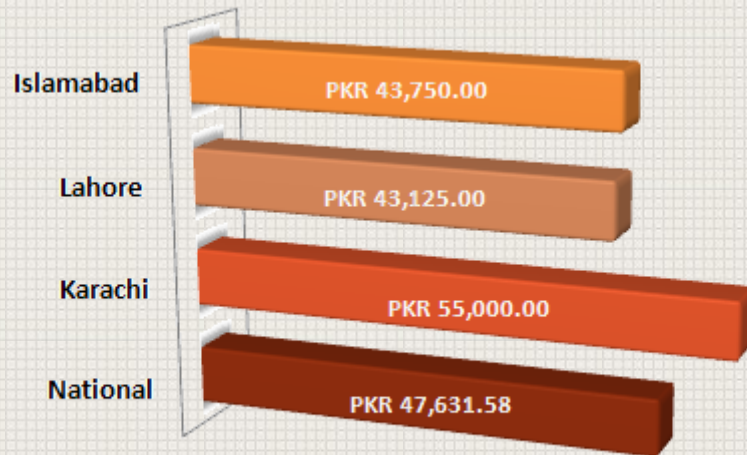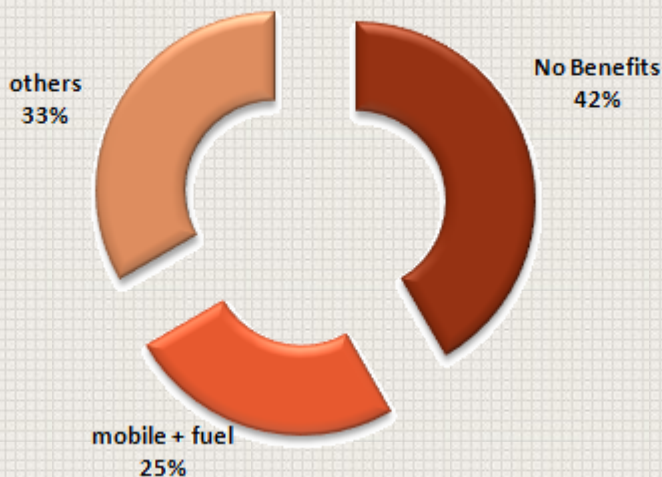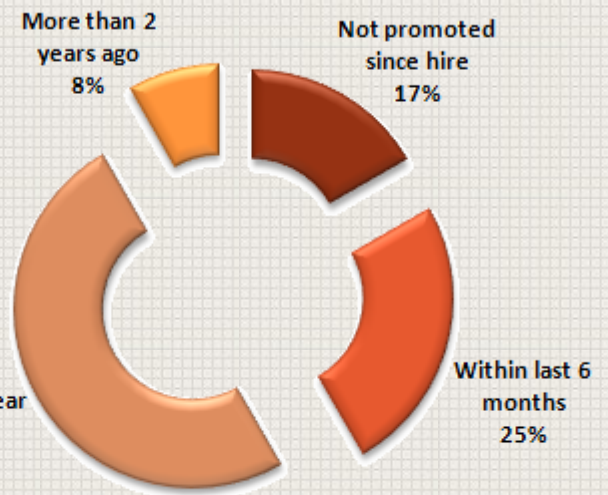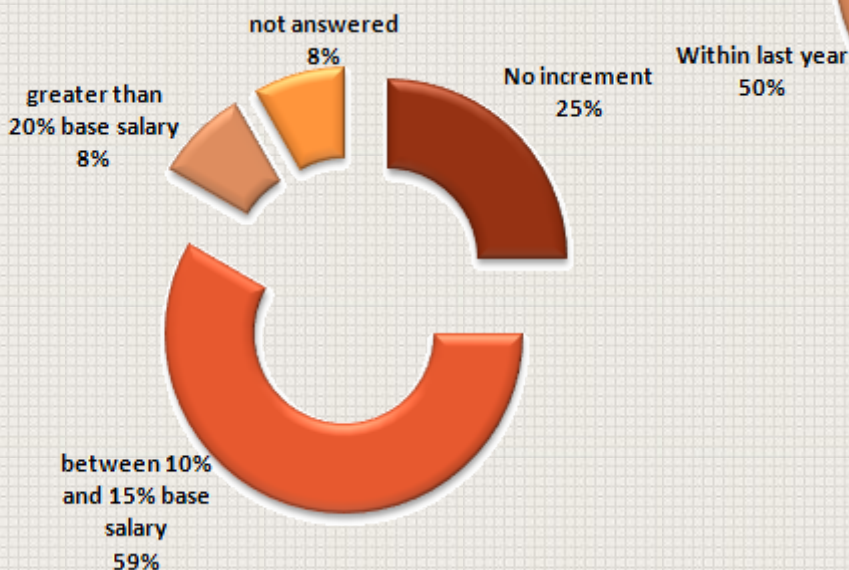
Islamabad	PKR 43,750.00
Lahore	PKR 43,125.00
Karachi	PKR 55,000.00
National	PKR 47,631.58

Benefits

others
33%

No Benefits
42%

mobile + fuel
25%

Promotion

More than 2
years ago
8%

Not promoted
since hire
17%

Within last year
50%

Within last 6
months
25%

Increments

not answered
8%

greater than
20% base salary
8%

No increment
25%

between 10%
and 15% base
salary
59%

8.3% of the middle level social media marketing professionals in Pakistan are being paid more than Rs. 80,000/- per month in basic salary.

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for IT & ITES

Senior Level Social Media Marketing/ SEO & SEM professionals

Average Salaries

The national average monthly salary for Senior social media marketing professional is found to be Rs. 47,625/-

National

PKR 85,416.67

Benefits

not answered
20%

No Benefits
40%

others
20%

car + mobile + fuel
20%

Promotion

not answered
20%

Within last 6 months
40%

Within last year
40%

Increments

not answered
20%

around 10% base salary
20%

greater than 20% base salary
20%

between 10% and 15% base salary
20%

between 15% and 20% base salary
20%
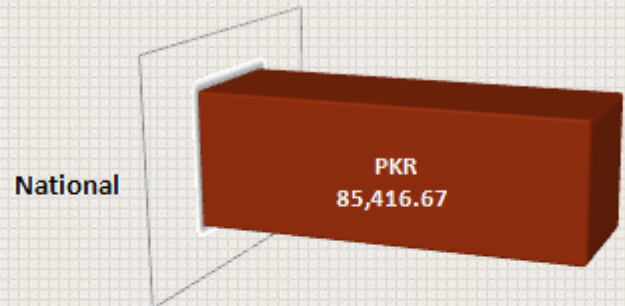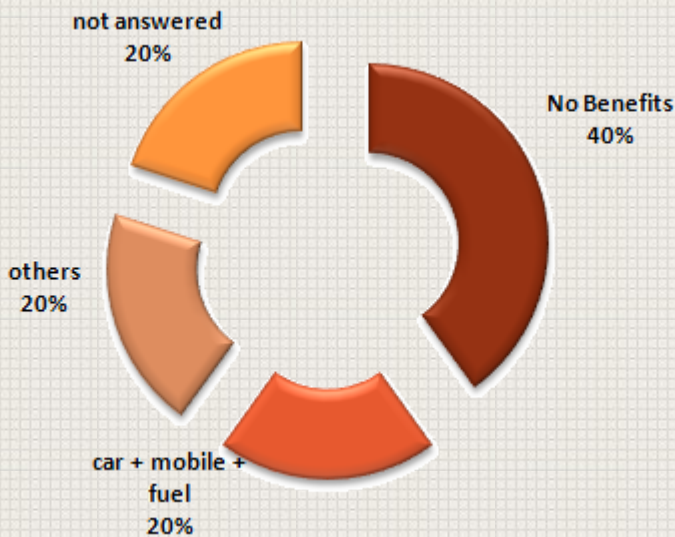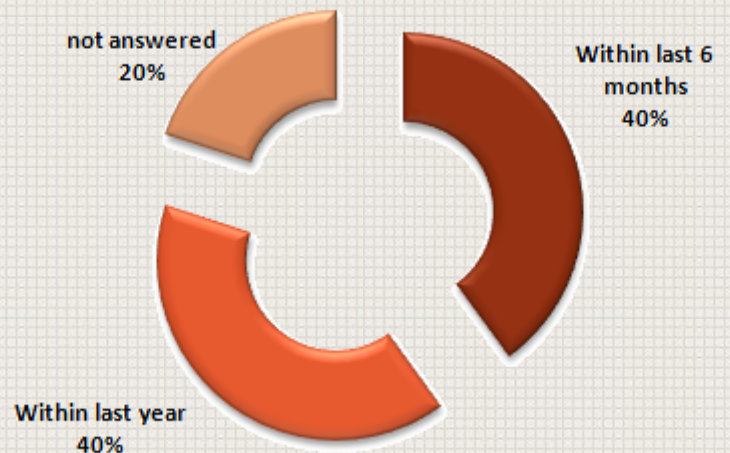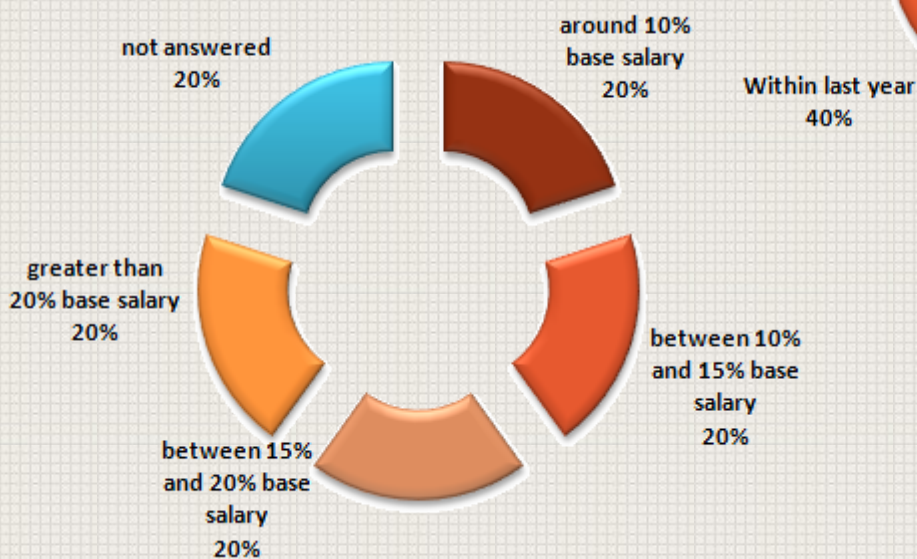
20% of the senior social media marketing professionals in Pakistan are being paid more than Rs. 150,000/- per month in basic salary.

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"Findings from 123 Senior Management professionals Nationwide"

| CEO 43% | CIO 7% | CTO 15% | CFO 11% | COO 17% | CMO 7% |

Average Nationwide Salaries

CMO	PKR 227,187.75
COO	PKR 245,238.57
CFO	PKR 211,964.43
CTO	PKR 258,472.61
CIO	PKR 261,111.67
CEO	PKR 248,019.36

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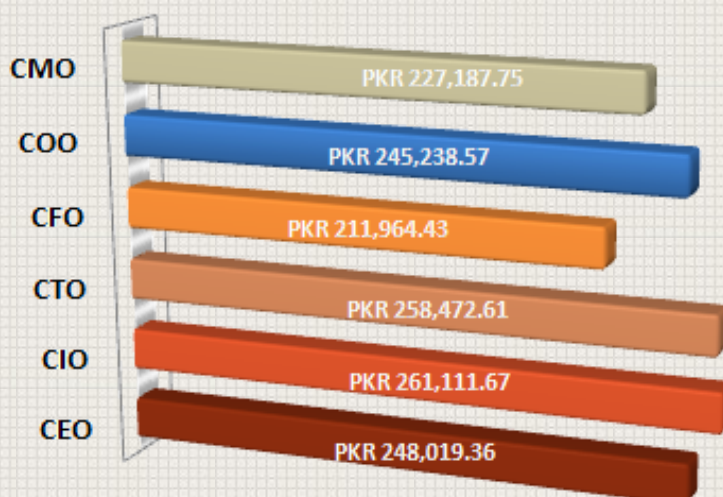
CEO/ Director/ Managing Director/ Country Manager

Average Salaries

49% of CEOs make more than 325,000/- per month

Islamabad	PKR 223,750.40
Lahore	PKR 231,447.84
Karachi	PKR 269,674.48
National	PKR 248,019.36

Benefits

- not answered 4%
- car + mobile 7%
- No Benefits 6%
- others 23%
- Mobile only 4%
- mobile + fuel 9%
- car + mobile + fuel 47%
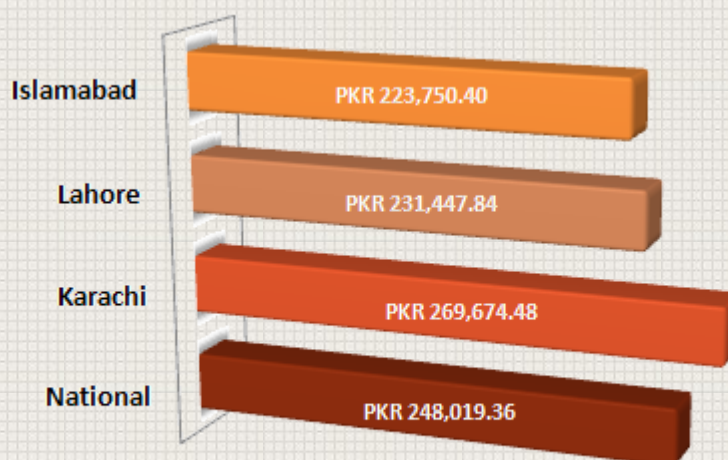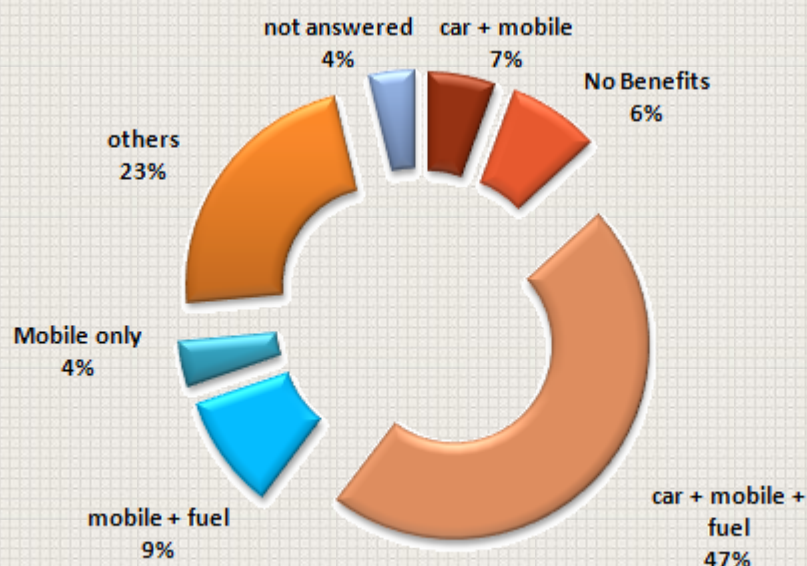
8.7%

Karachi pays the highest monthly salaries to CEOs, 8.7% higher than the national average
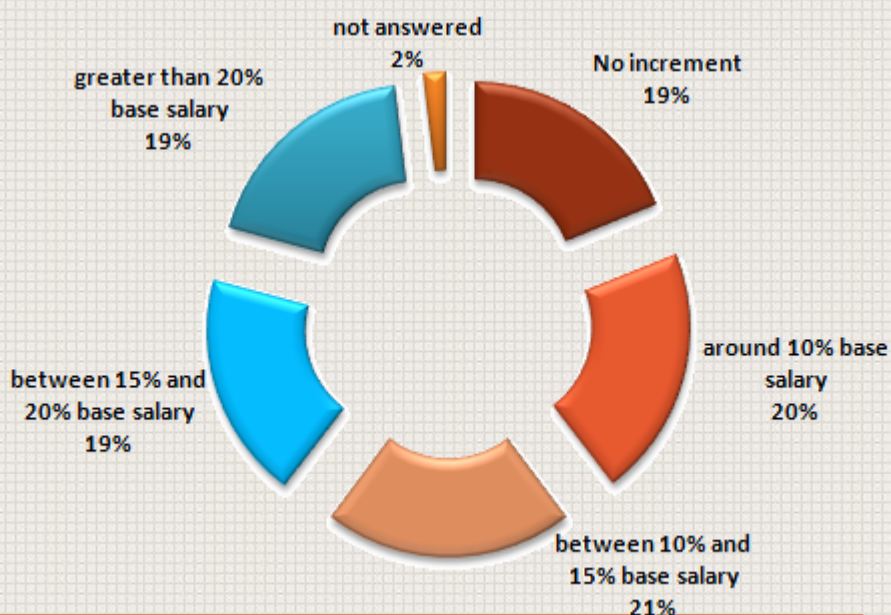
56% of our sample have CEOs who are sole or majority owners of the company, 24% are employees who have been promoted to this role.

Increments

- not answered 2%
- greater than 20% base salary 19%
- No increment 19%
- between 15% and 20% base salary 19%
- around 10% base salary 20%
- between 10% and 15% base salary 21%

Chief Information Officer

Average Salaries

56% of CIOs make more than 325000/- per month

Lahore	PKR 243,750.50
Karachi	PKR 262,500.50
National	PKR 261,111.67

Benefits

Mobile only
22%

car + mobile + fuel
45%

others
22%

mobile + fuel
11%

▲ **0.5%**

Karachi pays the highest monthly salaries to CIOs, 0.5% higher than the national average

Increments

greater than 20% base salary
11%

around 10% base salary
22%

between 15% and 20% base salary
33%

between 10% and 15% base salary
34%
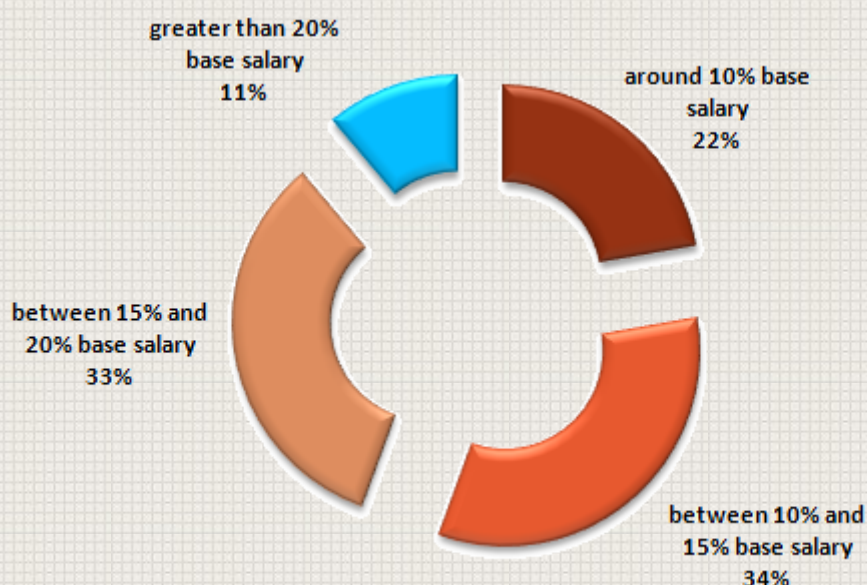
78% of our sample CIOs are employees who have been promoted to this role. They are not owners or family members of the company owners.

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CTO

Chief Technology Officer

Average Salaries

39% of CTOs make more than 325000/- per month

City	Salary
Islamabad	PKR 325,001.00
Lahore	PKR 206,562.75
Karachi	PKR 293,750.38
National	PKR 258,472.61

Benefits

Mobile only 17%

car + mobile + fuel 44%

others 33%

mobile + fuel 6%
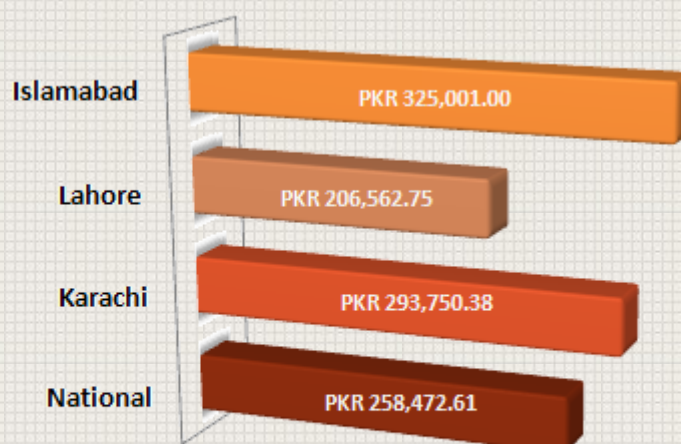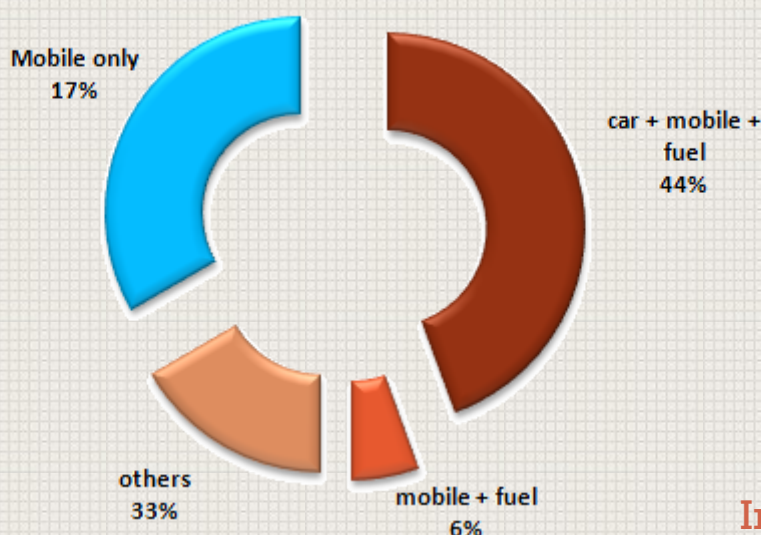
20%
Lahore pays the lowest monthly salaries to CTOs, 20% lower than the national average

Increments

17% of our sample CTOs are sole or majority owners of the company, 67% are employees who have been promoted to this role.

between 10% and 15% base salary 33%

No increment 6%

around 10% base salary 22%

greater than 20% base salary 22%

between 15% and 20% base salary 17%

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CFO
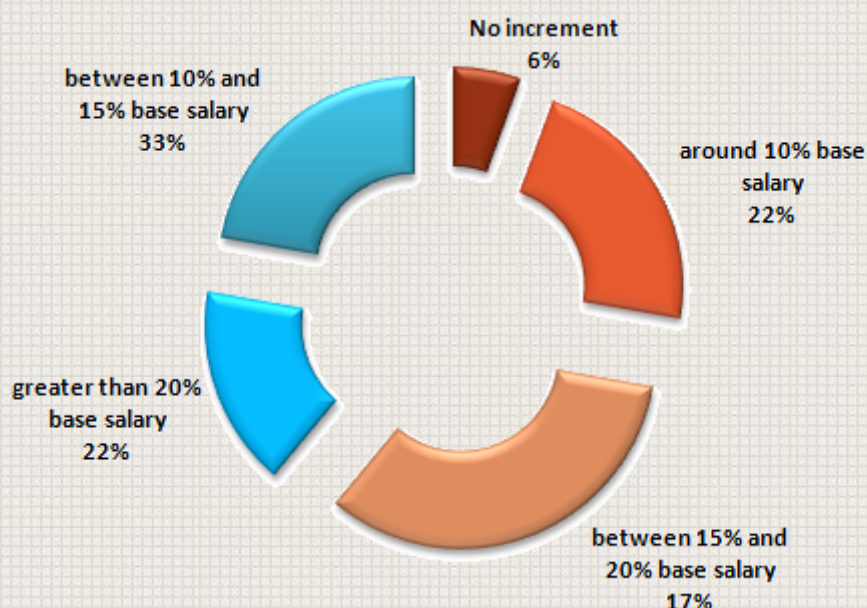
Chief Financial Officer

Average Salaries

14% of CFOs make more than 325000/- per month

Islamabad	PKR 145,833.33
Lahore	PKR 233,500.20
Karachi	PKR 227,083.50
National	PKR 211,964.43

Benefits

- No Benefits 7%
- car + mobile 14%
- car + mobile + fuel 36%
- others 21%
- mobile + fuel 22%
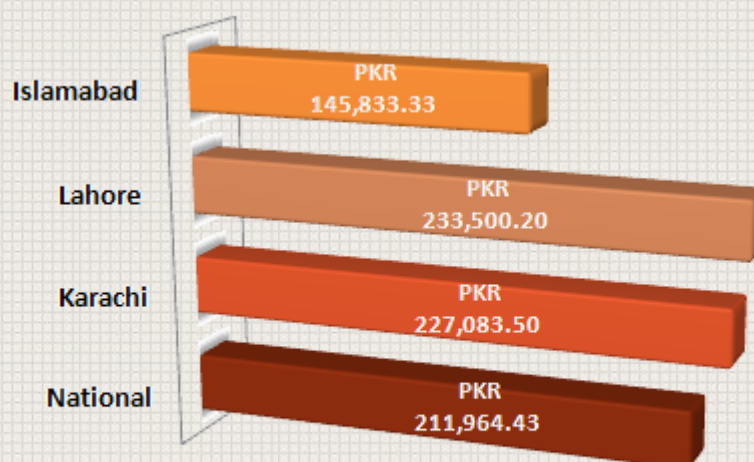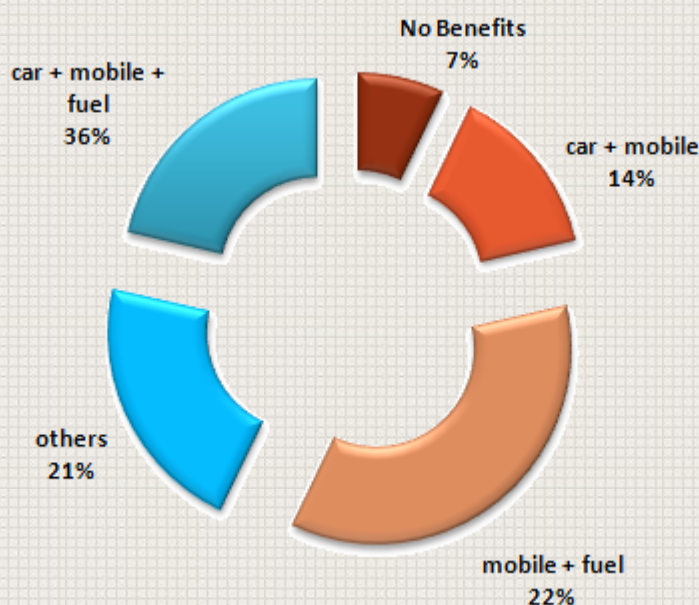
▲ **10%**
Lahore pays the highest monthly salaries to CFOs, 10% higher than the national average

Increments

- around 10% base salary 7%
- between 15% and 20% base salary 28%
- between 10% and 15% base salary 36%
- greater than 20% base salary 29%
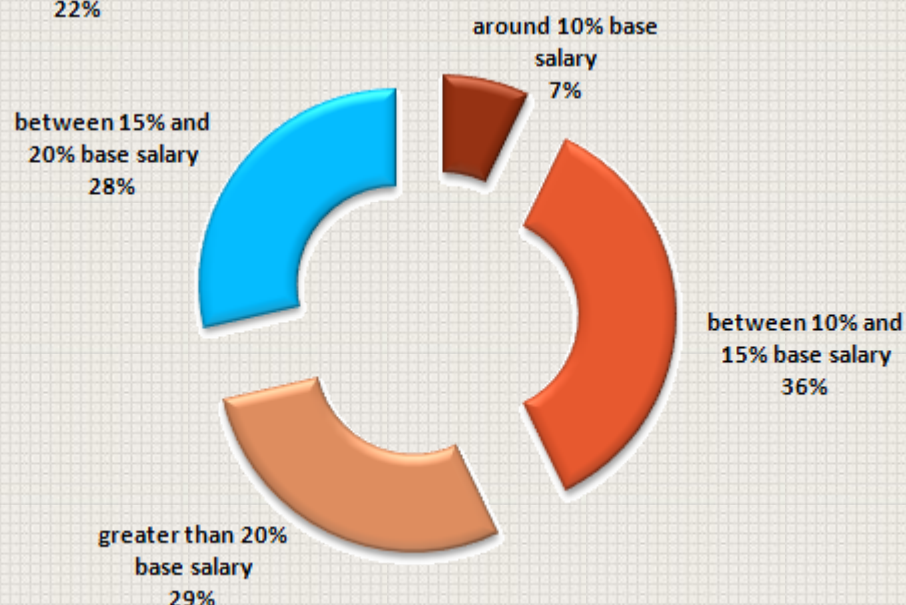
57% of our sample CFOs are employees who have been promoted to this role. They are not owners or family members of the company owners.

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COO

Chief Operating Officer

Average Salaries

Islamabad	PKR 218,750.50
Lahore	PKR 227,500.40
Karachi	PKR 260,577.46
National	PKR 245,238.57

48% of COOs make more than 325000/- per month

Benefits

No Benefits 5%

mobile + fuel 5%

car + mobile + fuel 48%

others 33%

Mobile only 9%
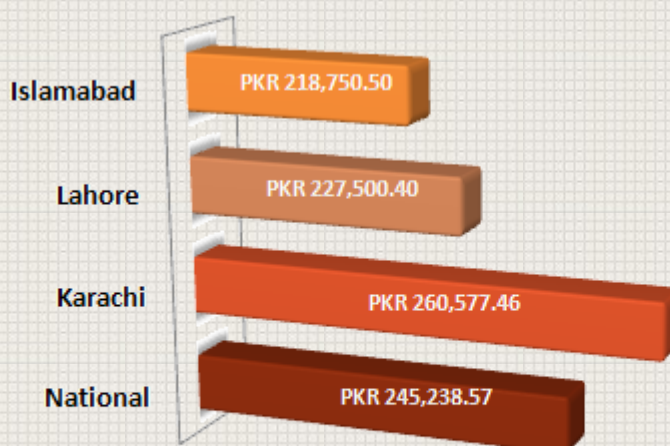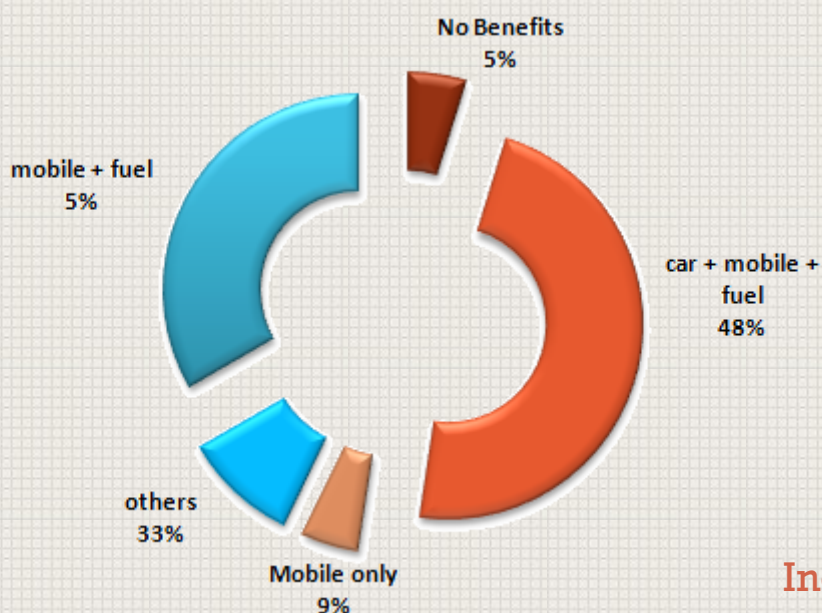
6.3% Karachi pays the highest monthly salaries to COOs, 6.3% higher than the national average

9.5% of our sample COOs are sole or majority owners of the company, 67% are employees who have been promoted to this role.

Increments

No increment 14%

greater than 20% base salary 10%

between 15% and 20% base salary 19%

around 10% base salary 24%

between 10% and 15% base salary 33%

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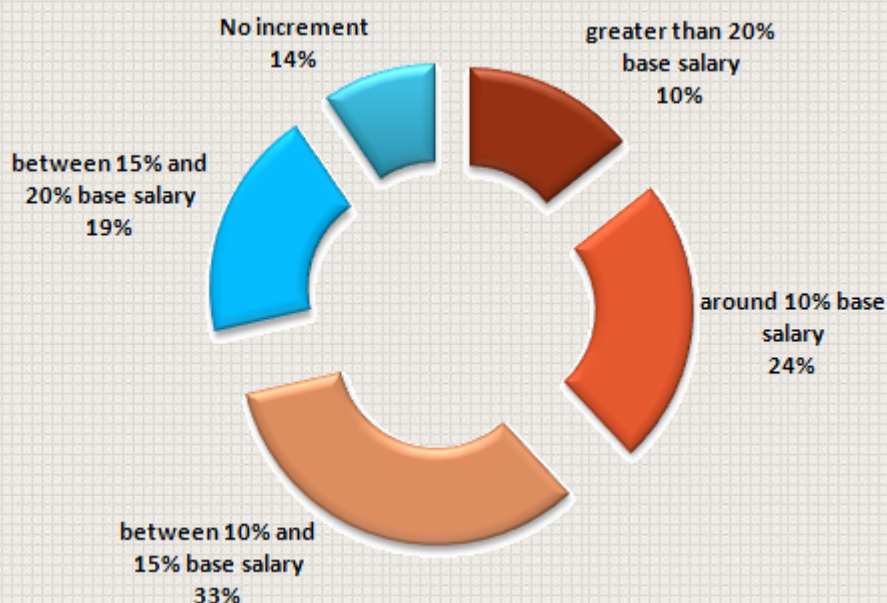
Chief Marketing Officer

Average Salaries

25% of CMOs make more than 325000/- per month

Islamabad	PKR 218,750.50
Lahore	PKR 162,500.00
Karachi	PKR 263,750.25
National	PKR 227,187.75

Benefits

Mobile only
13%

No Benefits
12%

mobile + fuel
13%

car + mobile + fuel
62%
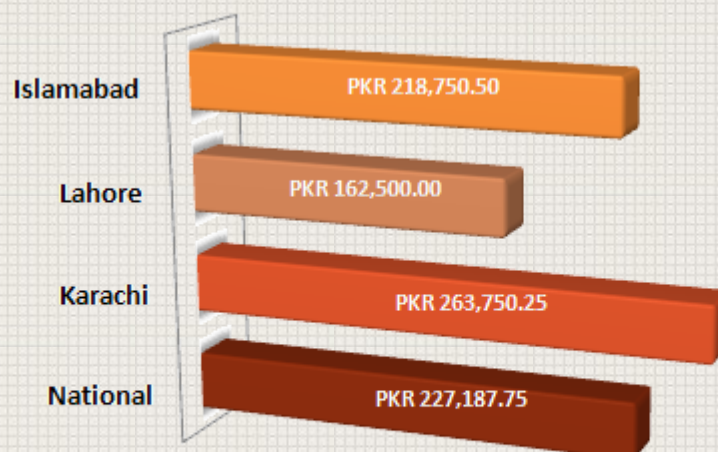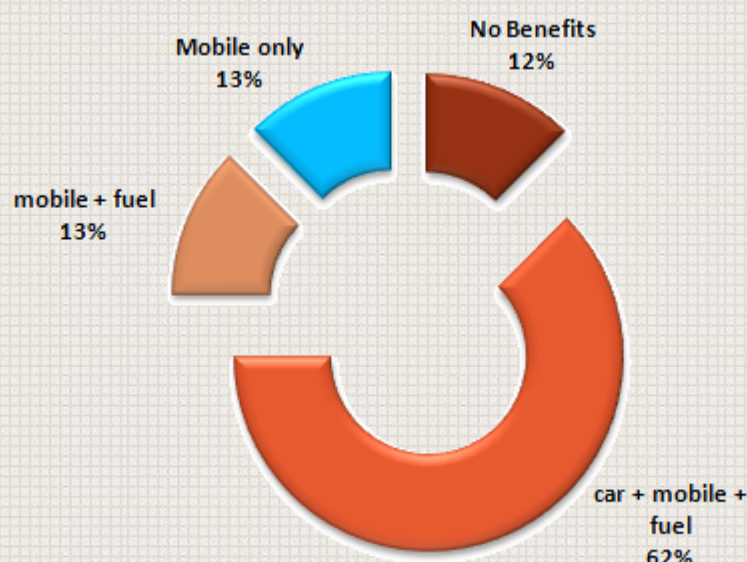
16%
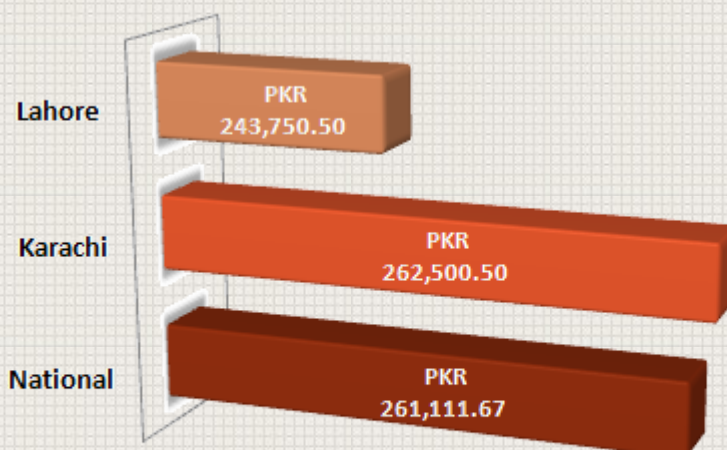Karachi pays the highest monthly salaries to CMOs, 16% higher than the national average

Increments

12.5% of our sample CMOs are sole or majority owners of the company, 50% are employees who have been promoted to this role.
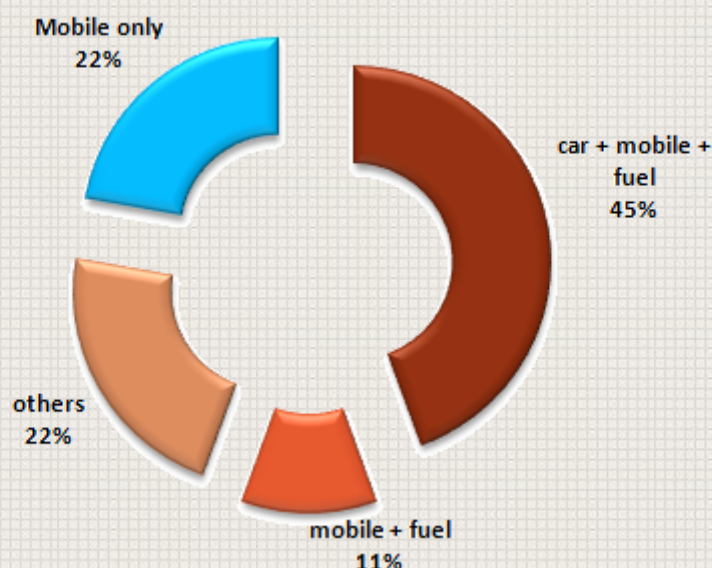
not answered
13%

No increment
12%

greater than 20% base salary
25%

around 10% base salary
12%

between 15% and 20% base salary
13%

between 10% and 15% base salary
25%
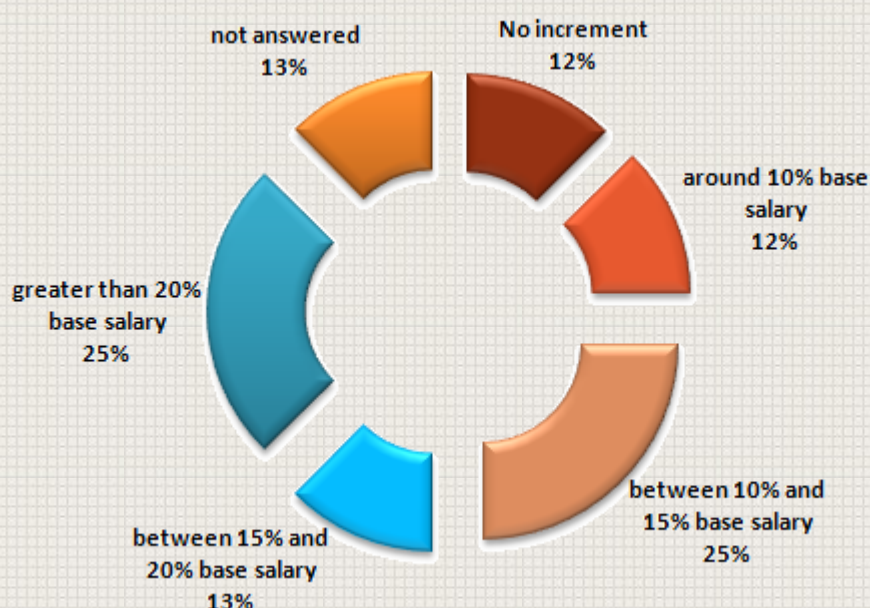
"Findings from 187 Human Resource professionals Nationwide"

| Entry Level 39% | Middle Level 39% | Senior Level 22% |

Average Nationwide Salaries

Senior	PKR 112,380.98
Middle	PKR 55,856.16
Entry	PKR 28,888.89
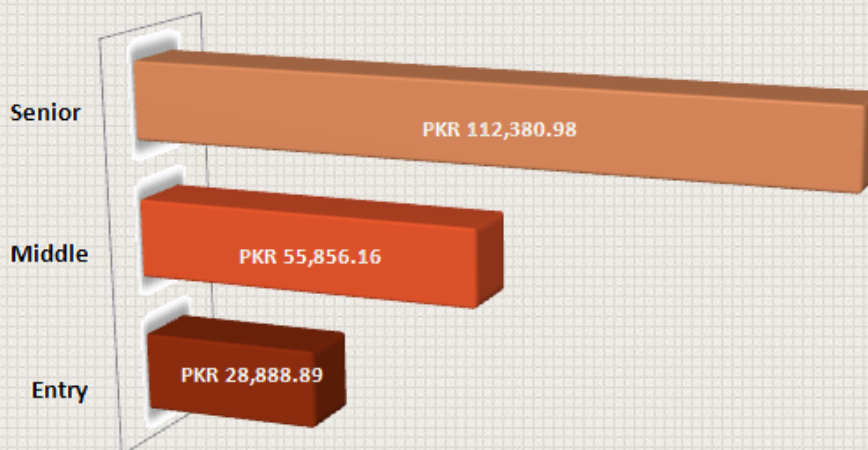
Entry Level at Rs.28,888.89/- per month where 15% of the respondents have said that their salaries are above Rs.45,000/- per month, Middle level at Rs.55,856.16/- where 6.8% are being paid above Rs.100,000/- and Senior level at Rs.112,380.98/- per month where 6.5% are being paid more than Rs.225,000/- per month.

Note
Throughout the survey an entry level function denotes 0-3 years of experience, middle level represents 4-6 years of experience and a senior level employee is believed to have over 6 years of experience

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Entry Level Human Resource professional

Average Salaries

8.9%

Lahore pays entry level HR professionals the highest, 8.9% higher than the national average
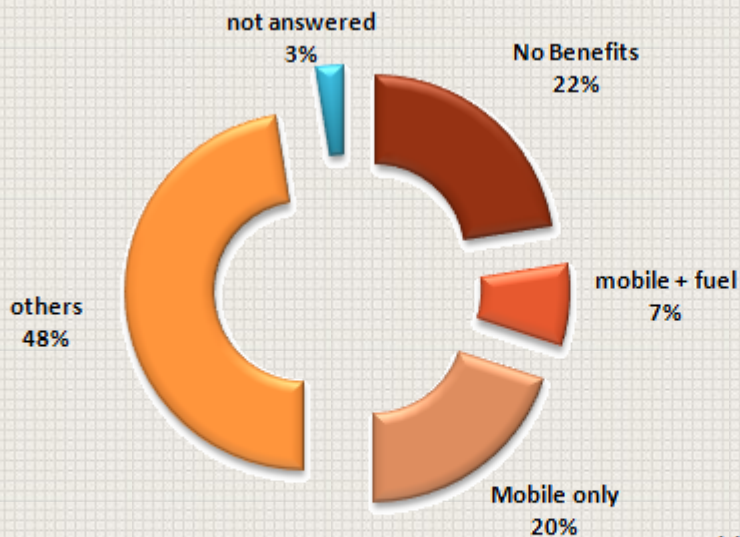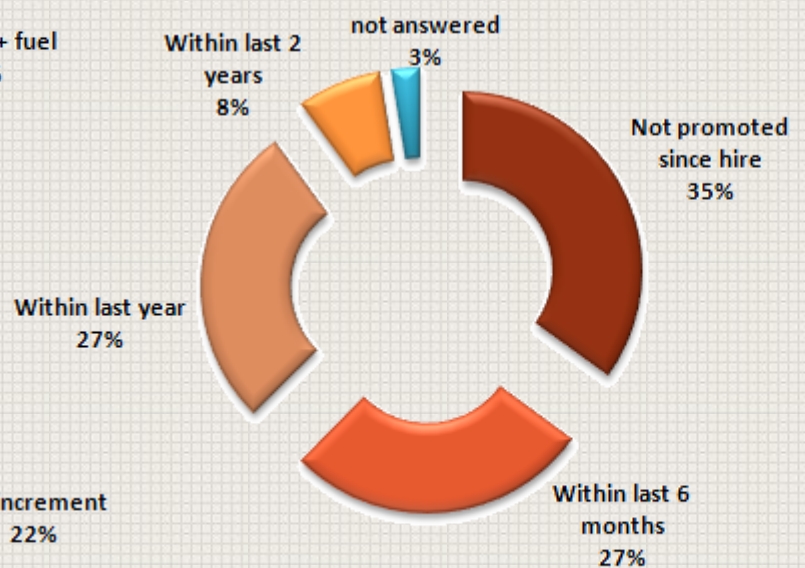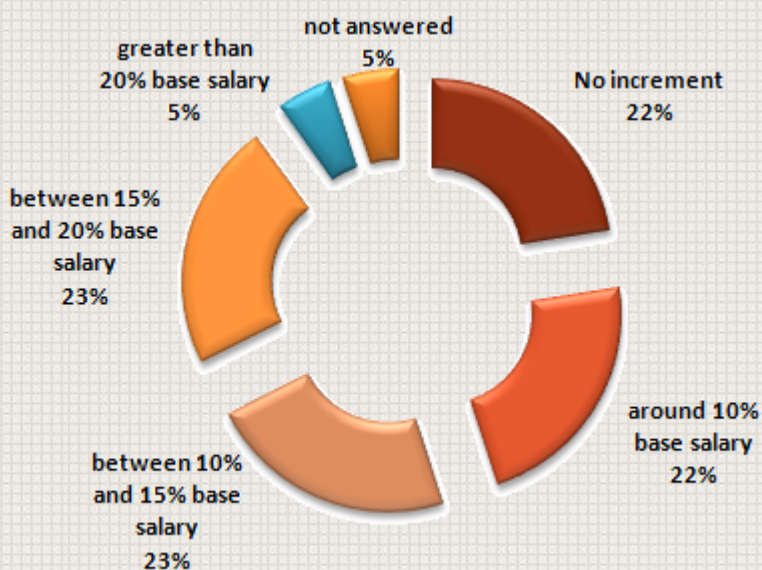
Islamabad **PKR 23,076.92**

Lahore **PKR 31,447.37**

Karachi **PKR 29,562.50**

National **PKR 28,888.89**

Benefits

not answered
3%

No Benefits
22%

mobile + fuel
7%

others
48%

Mobile only
20%

Promotion

Within last 2 years
8%

not answered
3%

Not promoted since hire
35%

Within last year
27%

Within last 6 months
27%

Increments

greater than 20% base salary
5%

not answered
5%

No increment
22%

between 15% and 20% base salary
23%

between 10% and 15% base salary
23%

around 10% base salary
22%

15% of the entry level HR professionals in Pakistan are being paid more than Rs. 45,000/- per month in basic salary.

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Middle Level Human Resource professional

Average Salaries

▲ **11%**

Karachi pays middle level HR professionals the highest, 11% higher than the national average
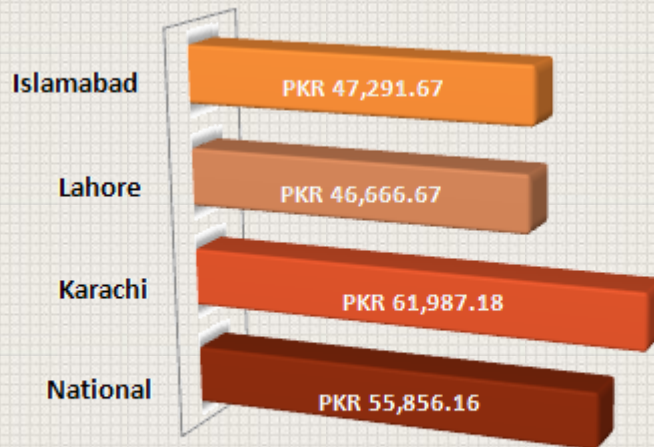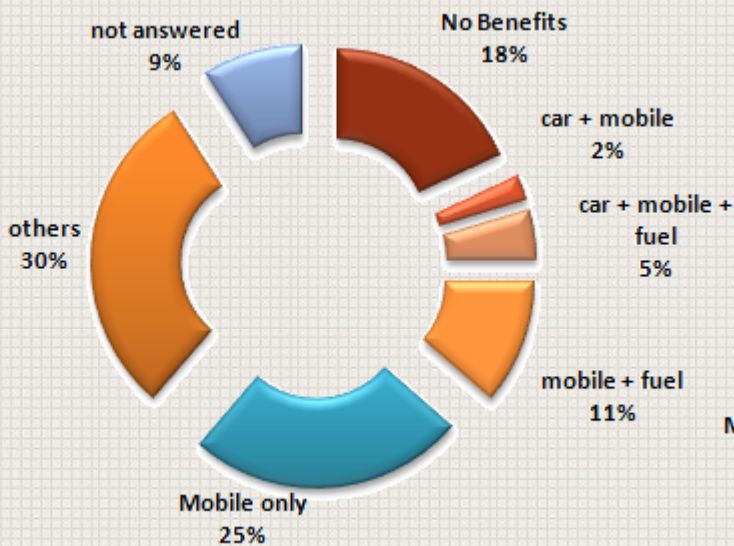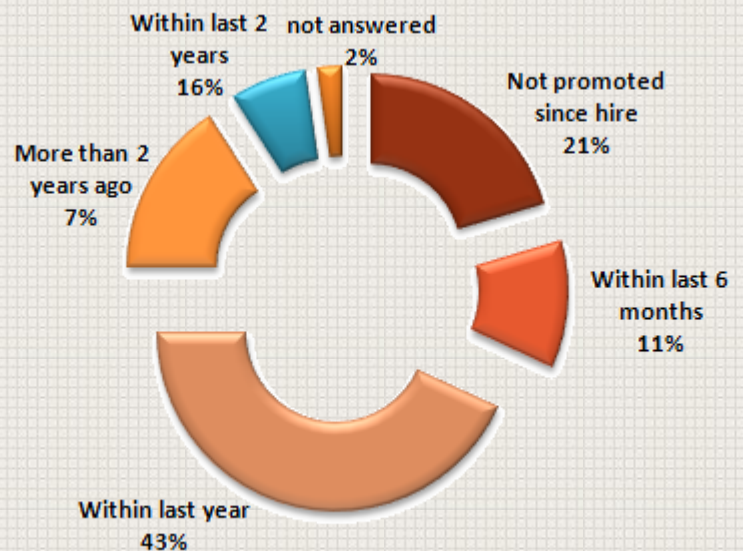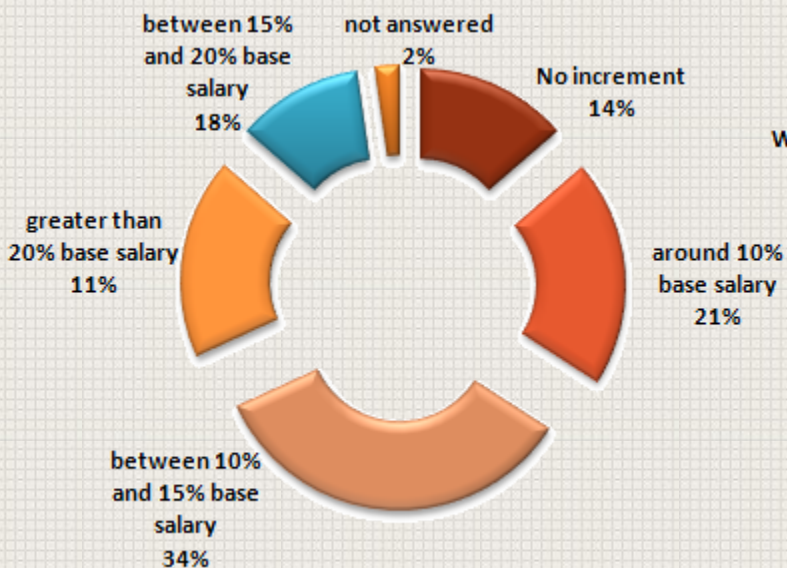
Islamabad	PKR 47,291.67
Lahore	PKR 46,666.67
Karachi	PKR 61,987.18
National	PKR 55,856.16

Benefits

- not answered 9%
- No Benefits 18%
- car + mobile 2%
- car + mobile + fuel 5%
- mobile + fuel 11%
- Mobile only 25%
- others 30%

Promotion

- Within last 2 years 16%
- not answered 2%
- Not promoted since hire 21%
- More than 2 years ago 7%
- Within last 6 months 11%
- Within last year 43%

Increments

- between 15% and 20% base salary 18%
- not answered 2%
- No increment 14%
- greater than 20% base salary 11%
- around 10% base salary 21%
- between 10% and 15% base salary 34%

6.8% of the middle level HR professionals in Pakistan are being paid more than Rs. 100,000/- per month in basic salary.

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Senior Level Human Resource professional

Average Salaries

15.8%

Karachi pays senior HR professionals the highest, 15.8% higher than the national average

City	Salary
Islamabad	PKR 86,000.00
Lahore	PKR 100,972.22
Karachi	PKR 130,131.63
National	PKR 112,380.98

Benefits

No Benefits
3%

car + mobile
6%

others
32%

car + mobile + fuel
23%

Mobile only
10%

mobile + fuel
26%

Promotion

More than 2 years ago
13%

Not promoted since hire
32%

Within last 2 years
19%

Within last year
23%

Within last 6 months
13%

Increments

not answered
3%

No increment
13%

greater than 20% base salary
13%

between 15% and 20% base salary
13%

around 10% base salary
16%

between 10% and 15% base salary
42%
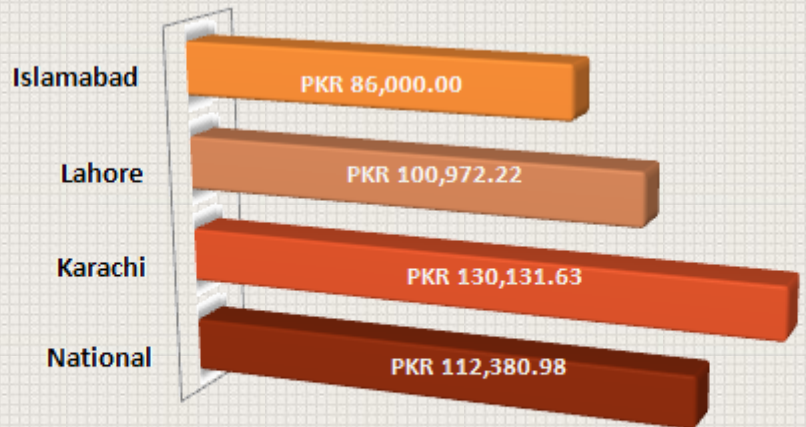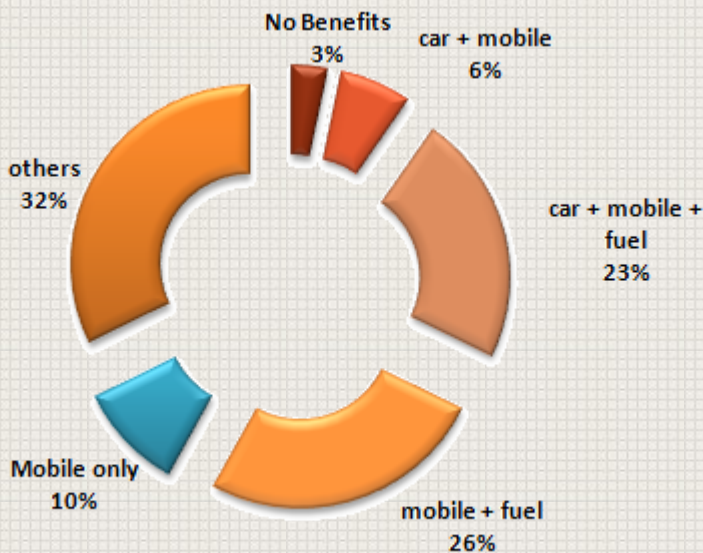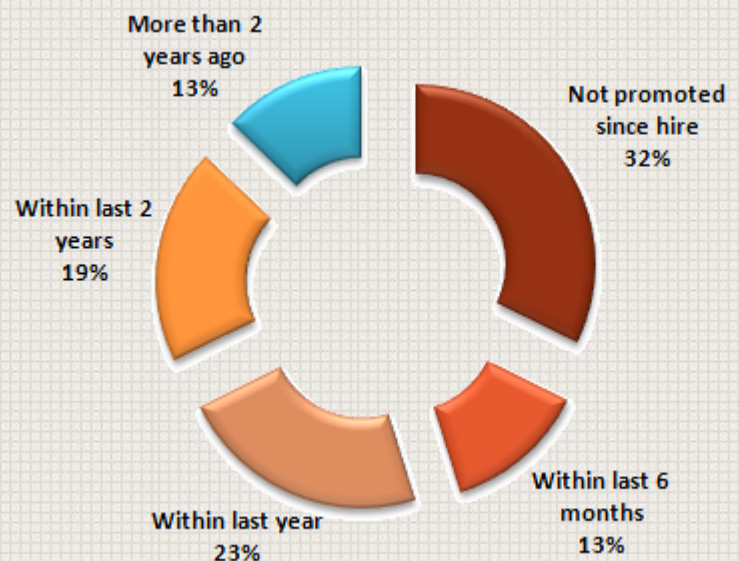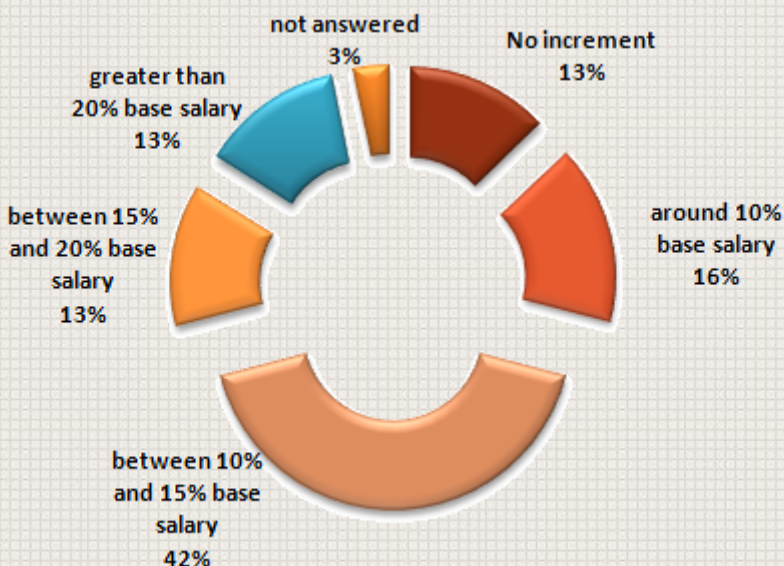
6.5% of the senior HR professionals in Pakistan are being paid more than Rs. 225,000/- per month in basic salary.

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"Findings from 164 Business Development / Sales & Marketing professionals Nationwide"

| Entry Level 29% | Middle Level 35% | Senior Level 35% |

Average Nationwide Salaries

Senior	PKR 149,396.67
Middle	PKR 93,879.31
Entry	PKR 33,125.00
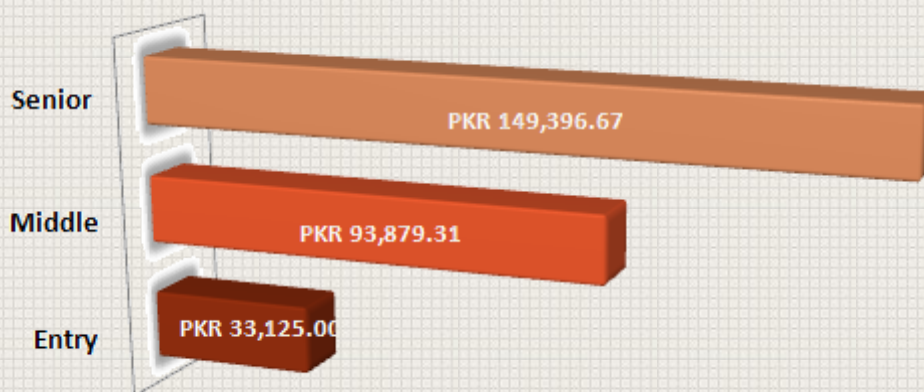
Entry Level at Rs.33,125.00/- per month where 5.9% of the respondents have said that their salaries are above Rs.45,000/- per month, Middle level at Rs.93,879.31/- where 20% are being paid above Rs.100,000/- and Senior level at Rs.149,396.67/- per month where 10.7% are being paid more than Rs.325,000/- per month.
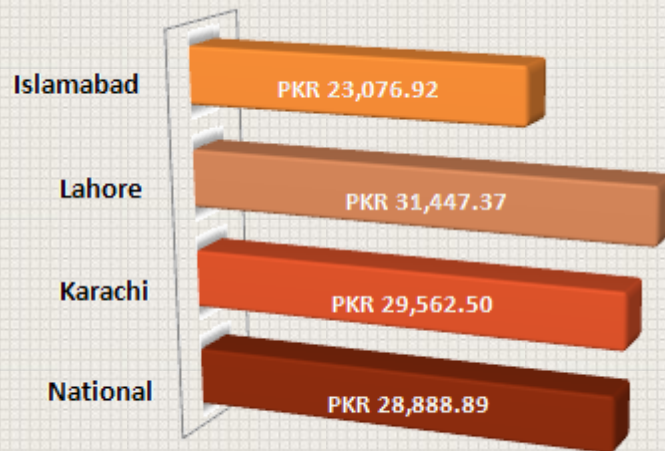
Note
Throughout the survey an entry level function denotes 0-3 years of experience, middle level represents 4-6 years of experience and a senior level employee is believed to have over 6 years of experience

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Entry Level Business Development / Sales & Marketing professional

1.9%

Lahore pays entry level business development / sales professionals the highest, 1.9% more than the national average
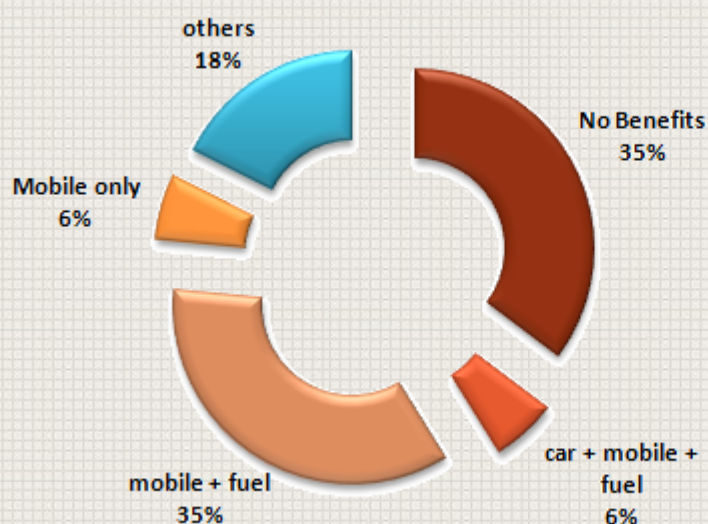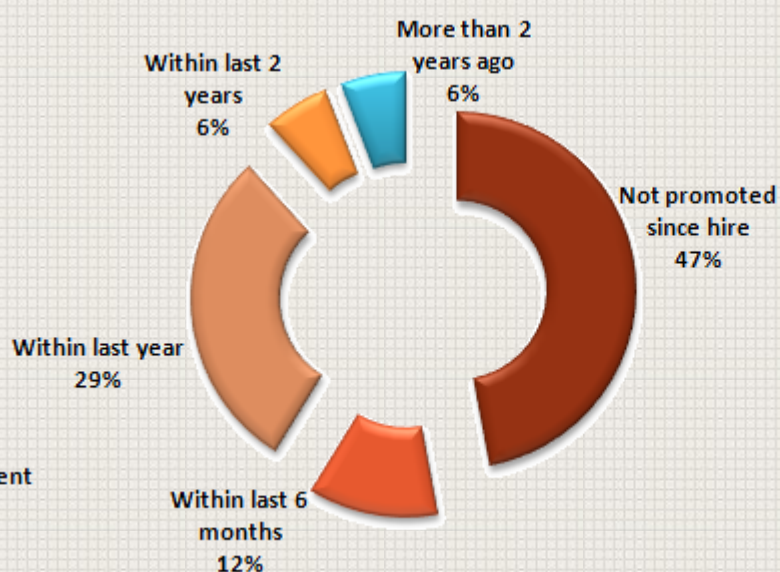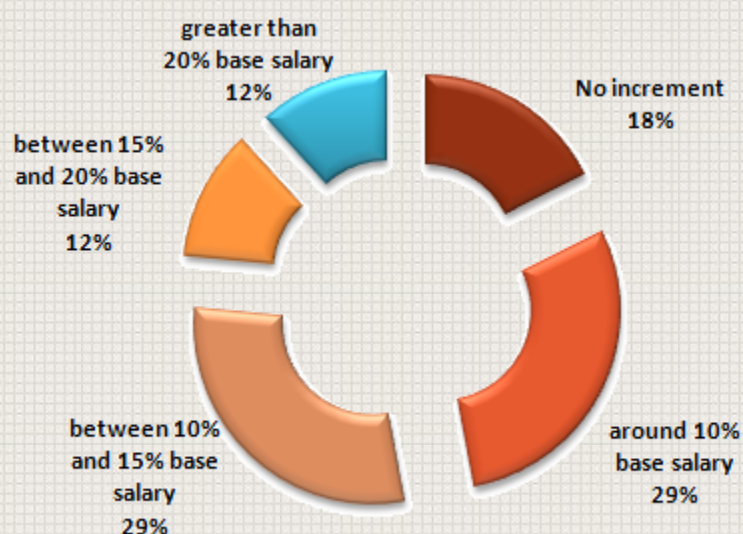
Average Salaries

- Islamabad PKR 28,333.33
- Lahore PKR 33,750.00
- Karachi PKR 33,240.74
- National PKR 33,125.00

Benefits

- others 18%
- No Benefits 35%
- Mobile only 6%
- mobile + fuel 35%
- car + mobile + fuel 6%

Promotion

- Within last 2 years 6%
- More than 2 years ago 6%
- Not promoted since hire 47%
- Within last year 29%
- Within last 6 months 12%

Increments

- greater than 20% base salary 12%
- No increment 18%
- between 15% and 20% base salary 12%
- between 10% and 15% base salary 29%
- around 10% base salary 29%

5.9% of the entry level business development professionals in Pakistan are being paid more than Rs. 45,000/- per month in basic salary.

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Middle Level Business Development / Sales & Marketing professional

17.2%

Karachi pays middle level business development / sales professionals the highest, 17.2% more than the national average
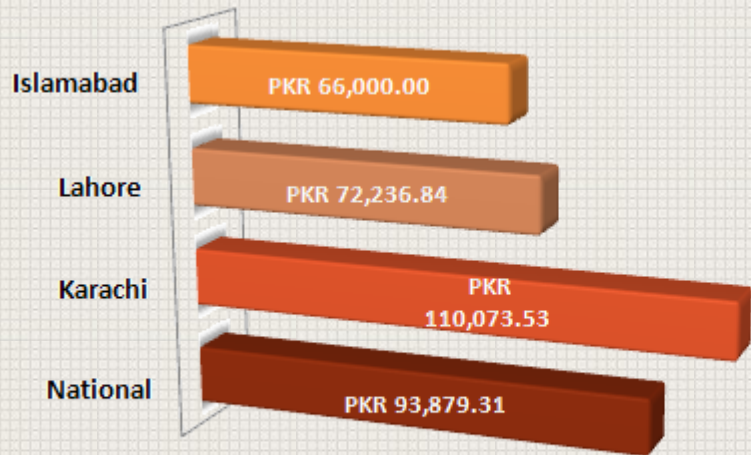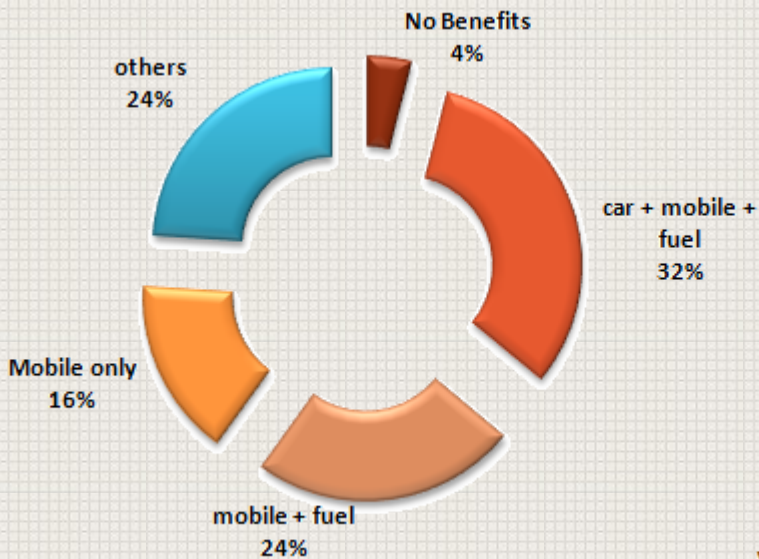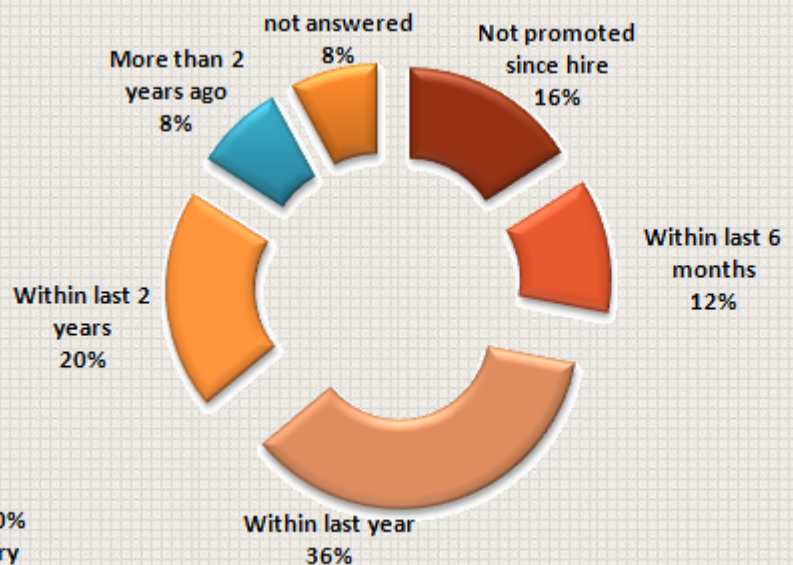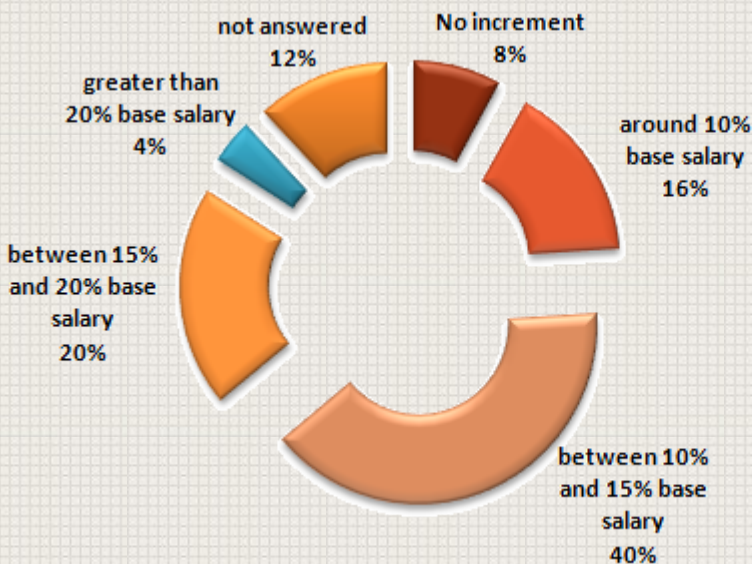
Average Salaries

City	Salary
Islamabad	PKR 66,000.00
Lahore	PKR 72,236.84
Karachi	PKR 110,073.53
National	PKR 93,879.31

Benefits

- others 24%
- No Benefits 4%
- car + mobile + fuel 32%
- Mobile only 16%
- mobile + fuel 24%

Promotion

- not answered 8%
- More than 2 years ago 8%
- Not promoted since hire 16%
- Within last 2 years 20%
- Within last 6 months 12%
- Within last year 36%

Increments

- not answered 12%
- No increment 8%
- greater than 20% base salary 4%
- around 10% base salary 16%
- between 15% and 20% base salary 20%
- between 10% and 15% base salary 40%

20% of the middle level business development professionals in Pakistan are being paid more than Rs. 100,000/- per month in basic salary.

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Senior Level Business Development / Sales & Marketing professional

9.6%

Islamabad pays senior business development / sales professionals the highest, 9.6% more than the national average
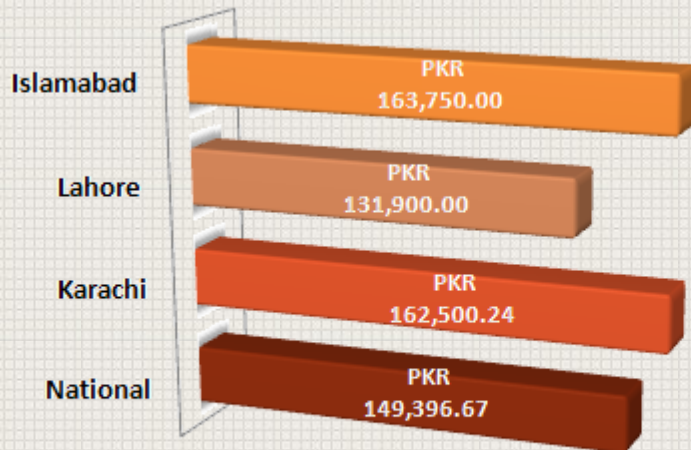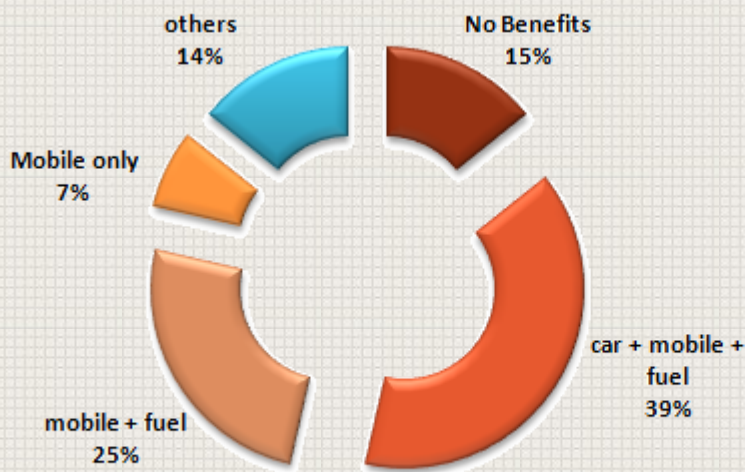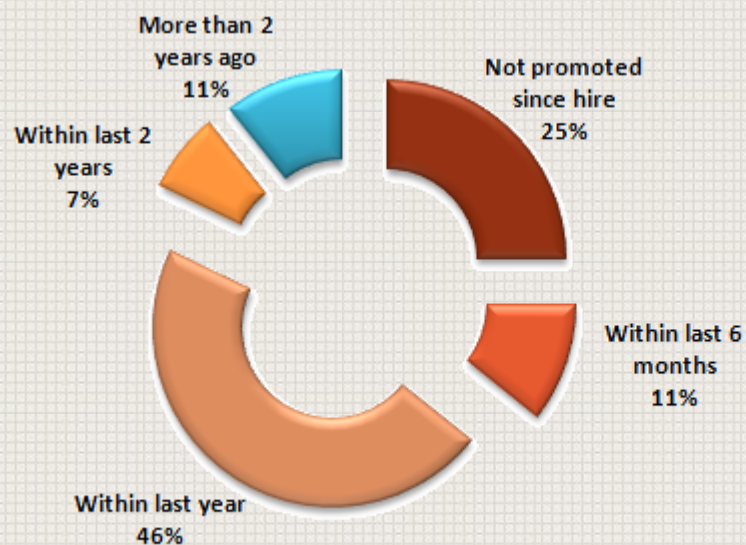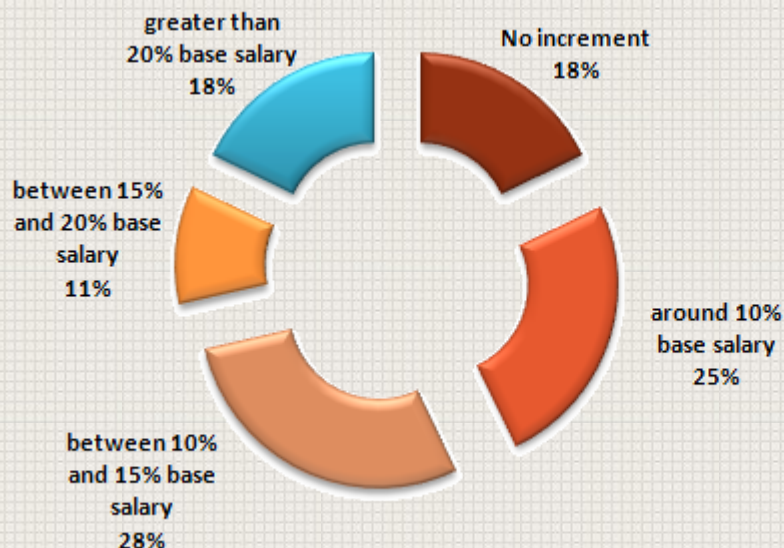
Average Salaries

Islamabad	PKR 163,750.00
Lahore	PKR 131,900.00
Karachi	PKR 162,500.24
National	PKR 149,396.67

Benefits

others 14%

No Benefits 15%

Mobile only 7%

car + mobile + fuel 39%

mobile + fuel 25%

Promotion

More than 2 years ago 11%

Within last 2 years 7%

Not promoted since hire 25%

Within last 6 months 11%

Within last year 46%

Increments

greater than 20% base salary 18%

No increment 18%

between 15% and 20% base salary 11%

around 10% base salary 25%

between 10% and 15% base salary 28%

10.7% of the senior business development professionals in Pakistan are being paid more than Rs. 325,000/- per month in basic salary.

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"Findings from 129 Business Analysts / Strategy Analysts Nationwide"

| Entry Level 33% | Middle Level 38% | Senior Level 29% |

Average Nationwide Salaries

Senior	PKR 111,644.74
Middle	PKR 66,224.49
Entry	PKR 40,773.81
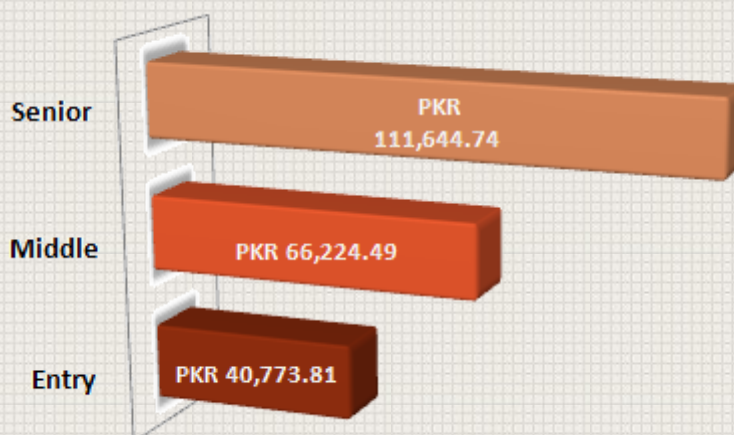
Entry Level at Rs.40,773.81/- per month where 7.1% of the respondents have said that their salaries are above Rs.60,000/- per month, Middle level at Rs.66,224.49/- where 7.7% are being paid above Rs.100,000/- and Senior level at Rs.111,644.74/- per month where 5.3% are being paid more than Rs.175,000/- per month.
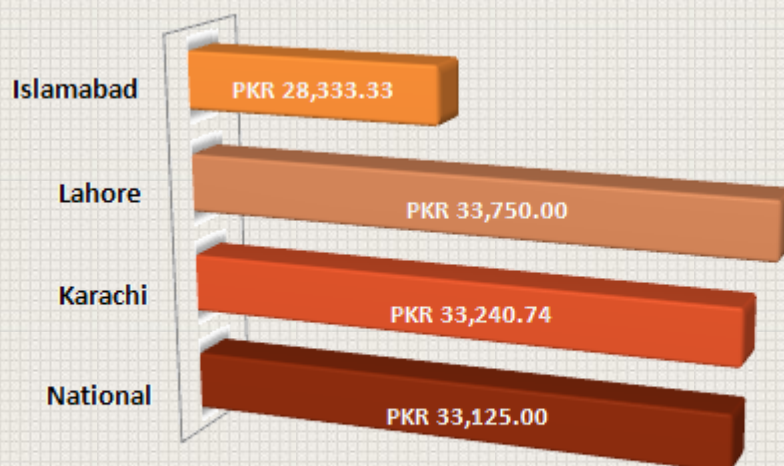
Note
Throughout the survey an entry level function denotes 0-3 years of experience, middle level represents 4-6 years of experience and a senior level employee is believed to have over 6 years of experience

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Entry Level Business Analysts / Strategy Analysts

15.6%

Karachi pays entry level business / strategy analysts the highest, 15.6% more than the national average
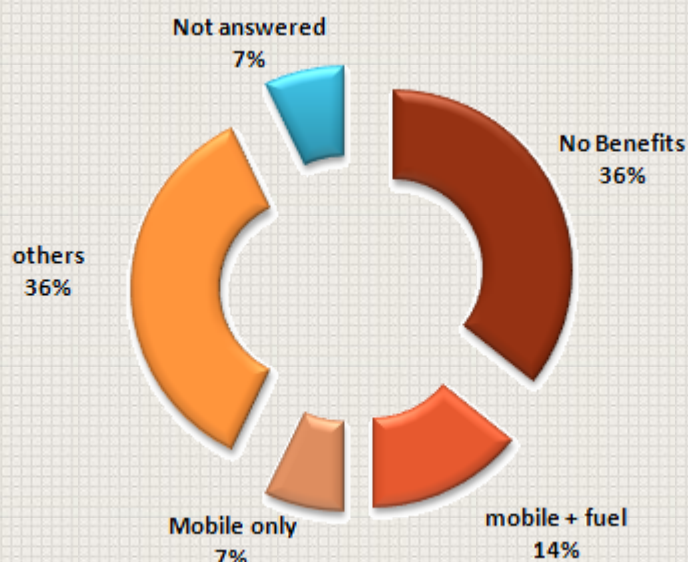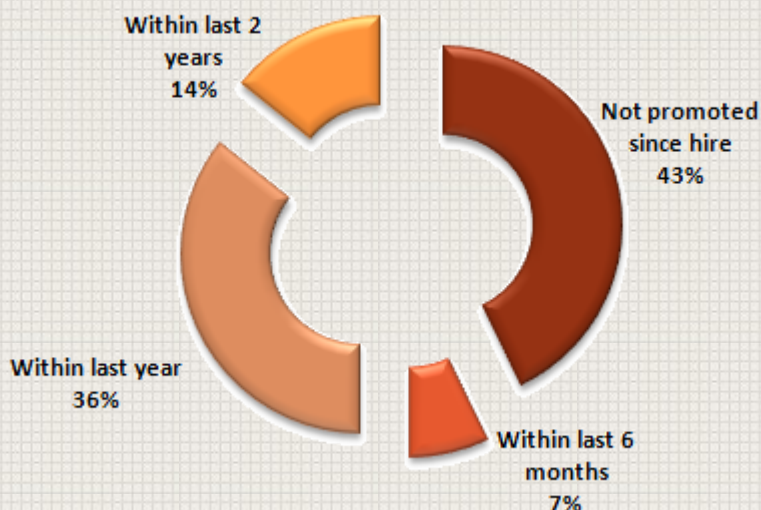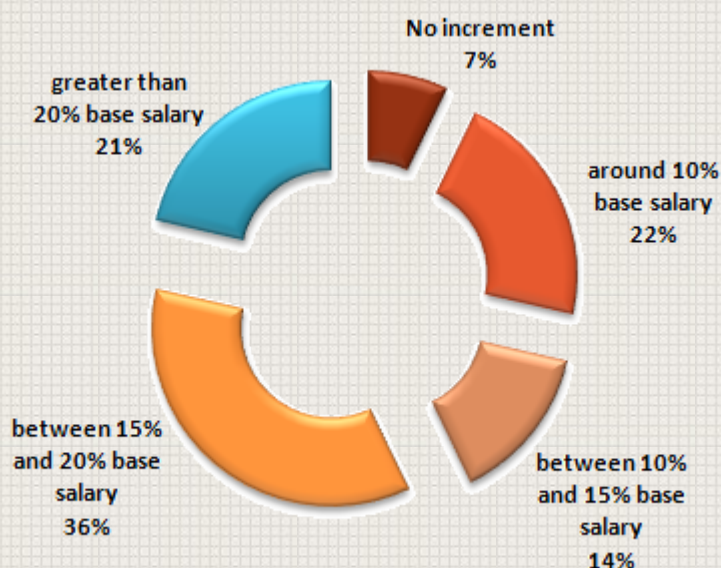
Average Salaries

Islamabad	PKR 30,000.00
Lahore	PKR 39,750.00
Karachi	PKR 47,166.67
National	PKR 40,773.81

Benefits

- Not answered 7%
- No Benefits 36%
- others 36%
- Mobile only 7%
- mobile + fuel 14%

Promotion

- Within last 2 years 14%
- Not promoted since hire 43%
- Within last year 36%
- Within last 6 months 7%

Increments

- No increment 7%
- greater than 20% base salary 21%
- around 10% base salary 22%
- between 15% and 20% base salary 36%
- between 10% and 15% base salary 14%

7.1% of the entry level business/ strategy analysts in Pakistan are being paid more than Rs. 60,000/- per month in basic salary.

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Middle Level Business Analysts / Strategy Analysts

6.5%

Karachi pays middle level business / strategy analysts the highest, 6.5% more than the National average
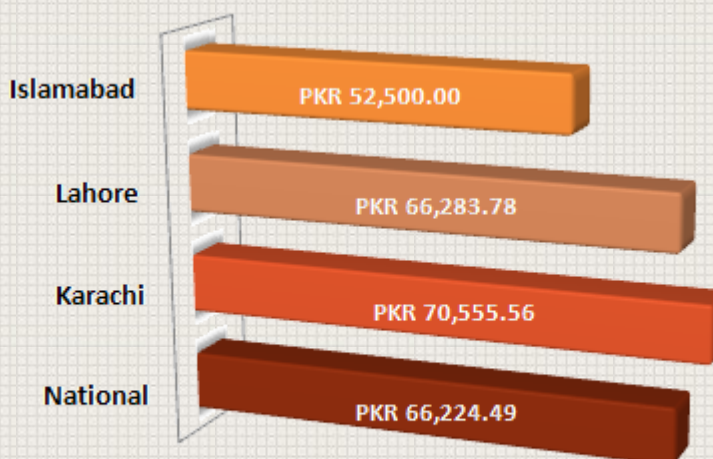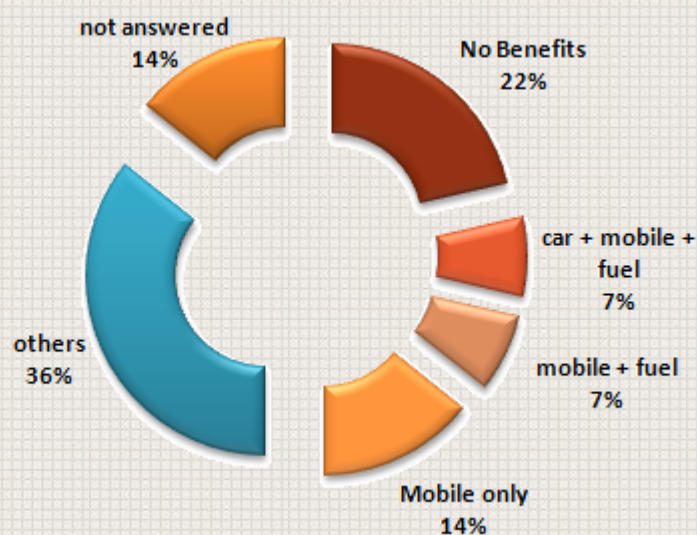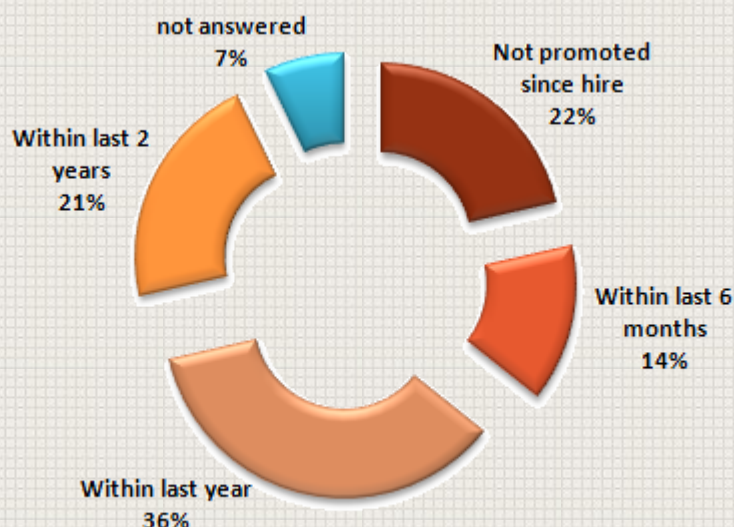
Average Salaries

Islamabad	PKR 52,500.00
Lahore	PKR 66,283.78
Karachi	PKR 70,555.56
National	PKR 66,224.49

Benefits

- not answered 14%
- No Benefits 22%
- car + mobile + fuel 7%
- mobile + fuel 7%
- Mobile only 14%
- others 36%

Promotion

- not answered 7%
- Not promoted since hire 22%
- Within last 2 years 21%
- Within last 6 months 14%
- Within last year 36%

Increments

- not answered 7%
- No increment 7%
- around 10% base salary 14%
- between 10% and 15% base salary 22%
- between 15% and 20% base salary 14%
- greater than 20% base salary 36%

7.7% of the middle level business/ strategy analysts in Pakistan are being paid more than Rs. 100,000/- per month in basic salary.

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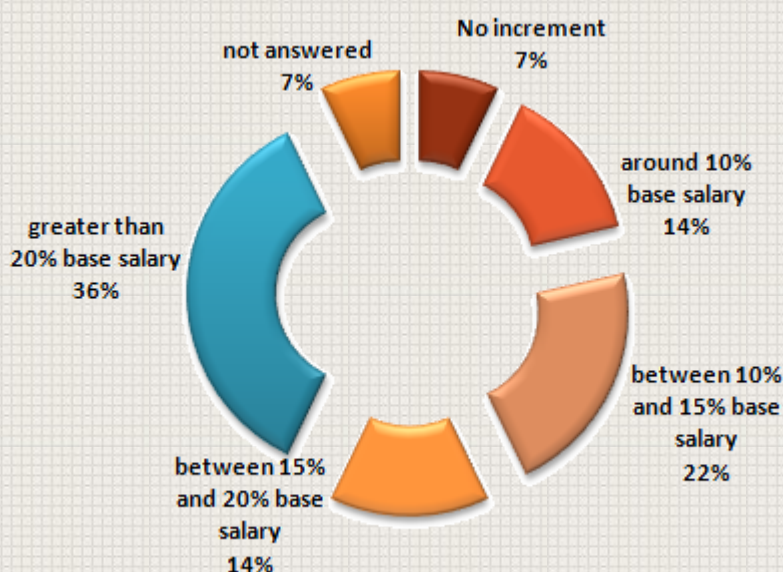
Senior Level Business Analysts / Strategy Analysts

17.6%

Islamabad pays senior business / strategy analysts the highest, 17.6% more than the national average
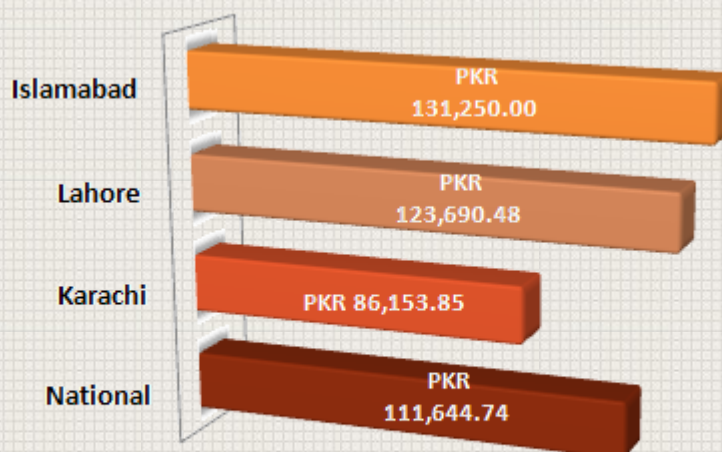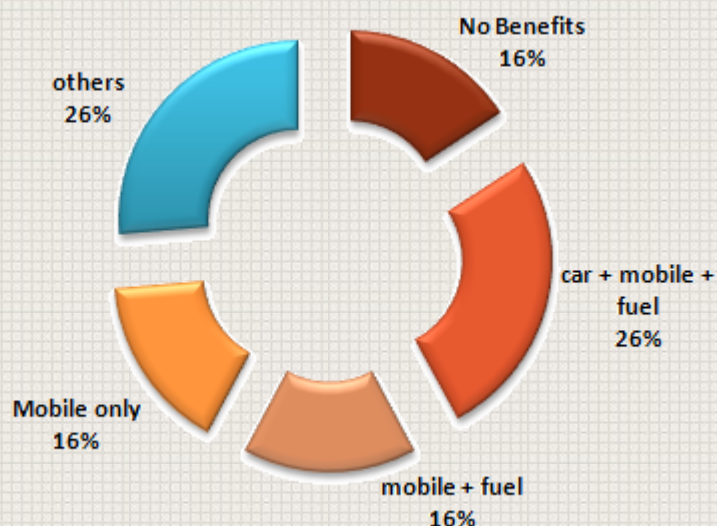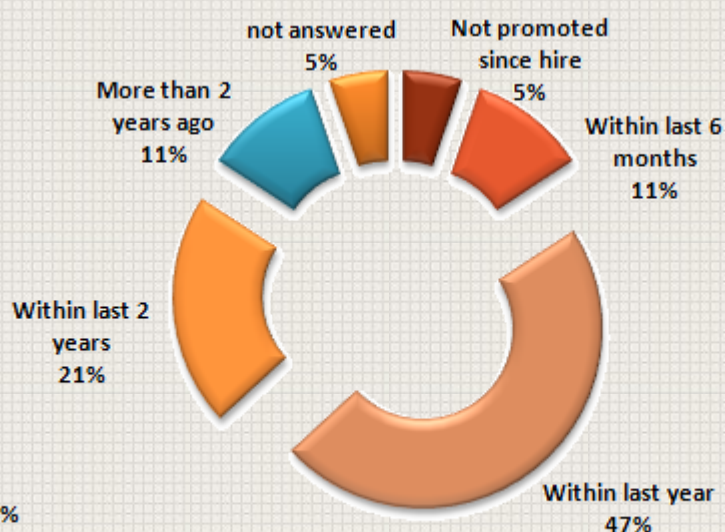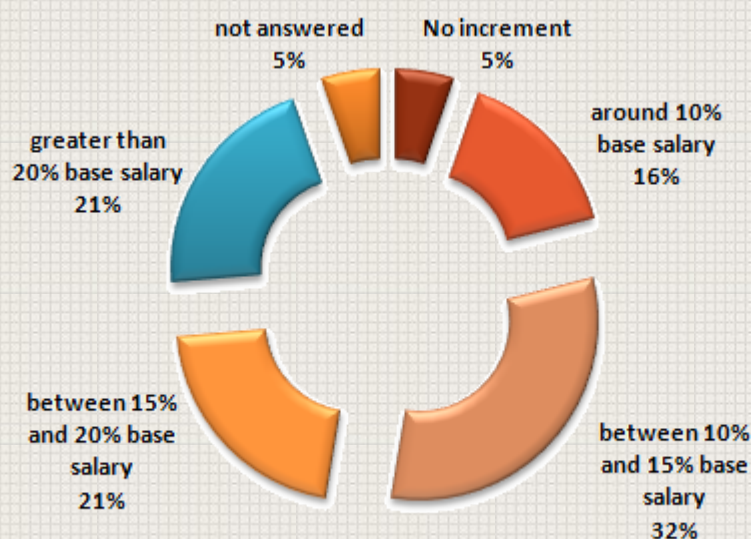
Average Salaries

Islamabad — PKR 131,250.00

Lahore — PKR 123,690.48

Karachi — PKR 86,153.85

National — PKR 111,644.74

Benefits

others
26%

No Benefits
16%

car + mobile + fuel
26%

Mobile only
16%

mobile + fuel
16%

Promotion

not answered
5%

Not promoted since hire
5%

More than 2 years ago
11%

Within last 6 months
11%

Within last 2 years
21%

Within last year
47%

Increments

not answered
5%

No increment
5%

around 10% base salary
16%

greater than 20% base salary
21%

between 15% and 20% base salary
21%

between 10% and 15% base salary
32%

5.3% of the senior business/ strategy analysts in Pakistan are being paid more than Rs. 175,000/- per month in basic salary.

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"Findings from 217 Finance professionals Nationwide"

Entry Level 34%	Middle Level 41%	Senior Level 25%

Average Nationwide Salaries

Senior — PKR 108,379.65
Middle — PKR 53,472.22
Entry — PKR 27,328.77
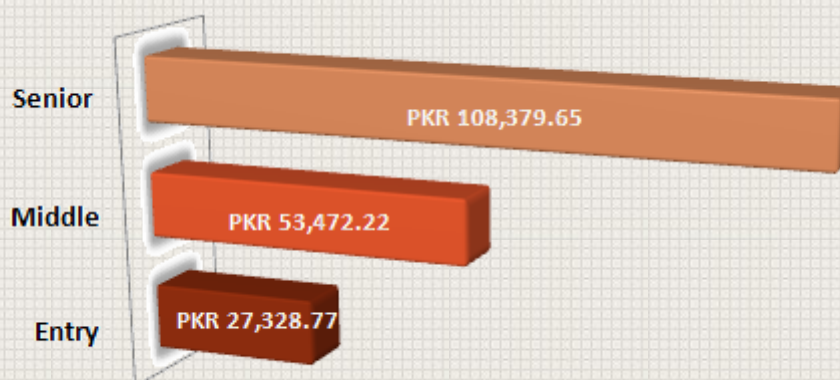
Entry Level at Rs.27,328.77/- per month where 3.2% of the respondents have said that their salaries are above Rs.45,000/- per month, Middle level at Rs.53,472.22/- where 4.7% are being paid above Rs.80,000/- and Senior level at Rs.108,379.65/- per month where 7.9% are being paid more than Rs.260,000/- per month.
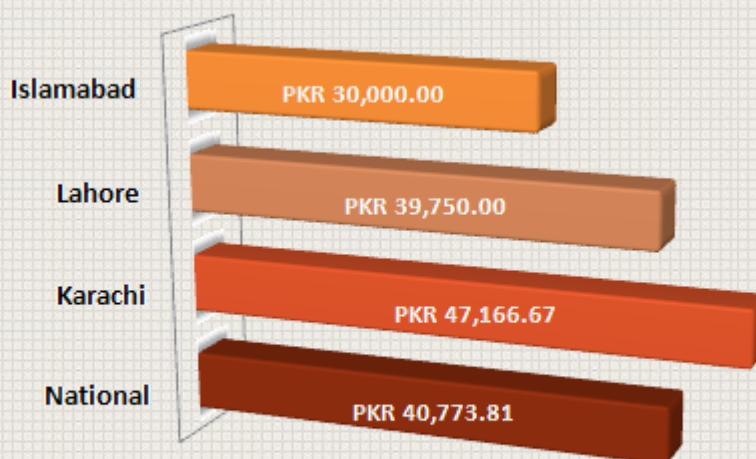
Note
Throughout the survey an entry level function denotes 0-3 years of experience, middle level represents 4-6 years of experience and a senior level employee is believed to have over 6 years of experience

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Entry Level Finance professionals

6%

Karachi pays entry level finance professionals the highest, 6% more than the national average

Average Salaries

Islamabad — PKR 24,750.00
Lahore — PKR 24,868.42
Karachi — PKR 28,977.27
National — PKR 27,328.77

Benefits

not answered 3%

No Benefits 39%

others 36%

Mobile only 19%

mobile + fuel 3%

Promotion

More than 2 years ago 3%

not answered 10%

Not promoted since hire 29%

Within last 2 years 13%

Within last year 32%

Within last 6 months 13%

Increments

greater than 20% base salary 10%

not answered 6%

No increment 16%

between 15% and 20% base salary 6%

between 10% and 15% base salary 39%

around 10% base salary 23%
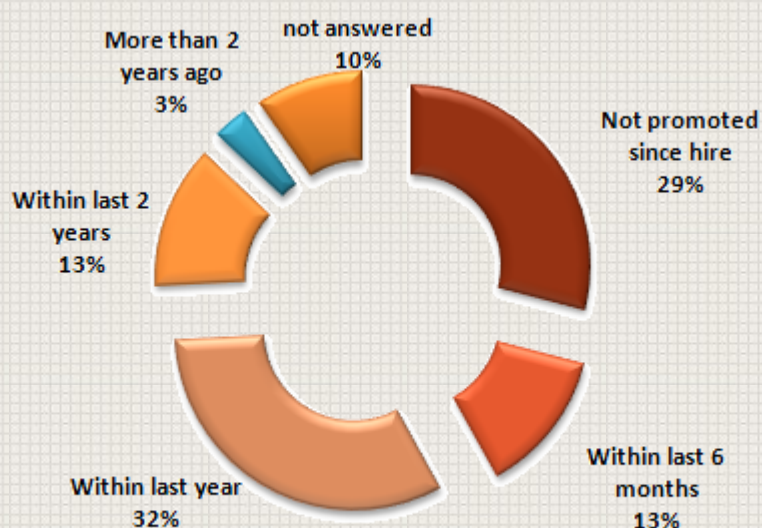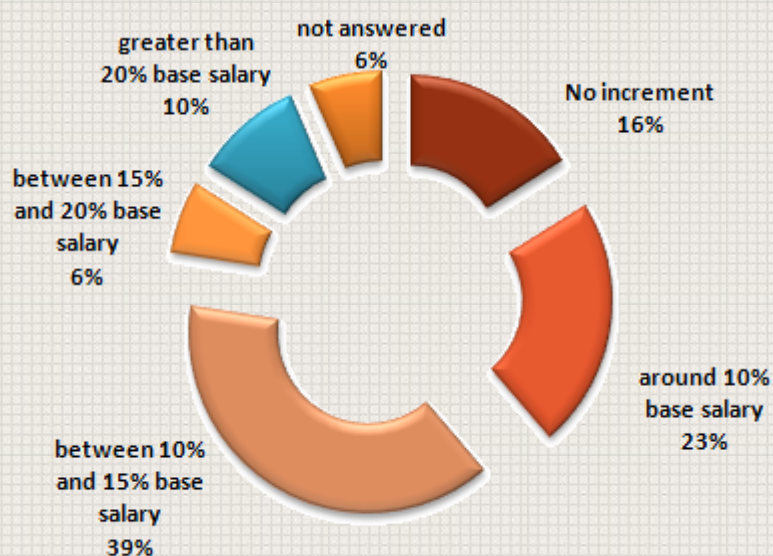
3.2% of the entry level finance professionals in Pakistan are being paid more than Rs. 45,000/- per month in basic salary.

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Middle Level Finance professionals

12.4%

Karachi pays middle level finance professionals the highest, 12.4% more than the national average
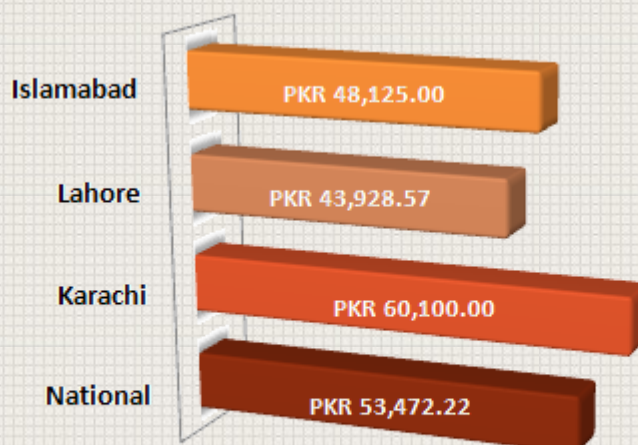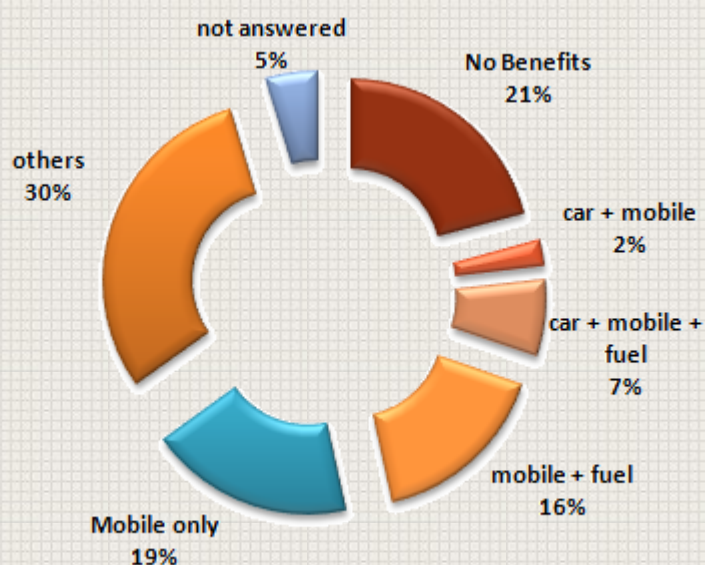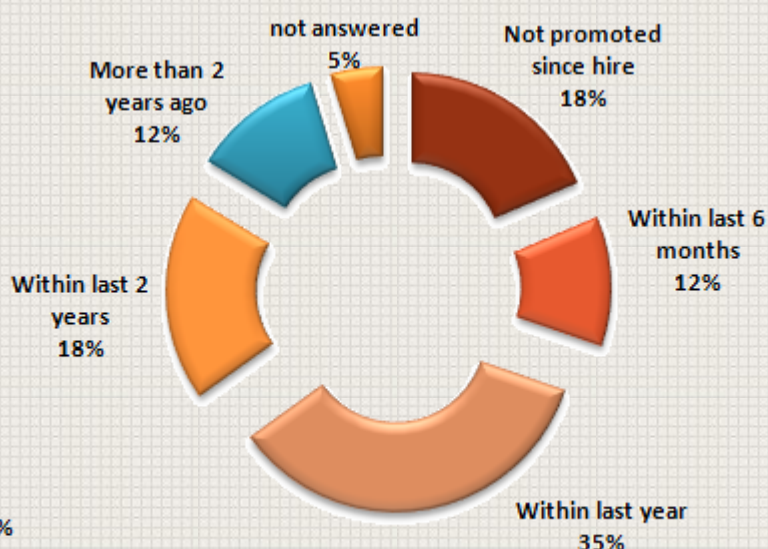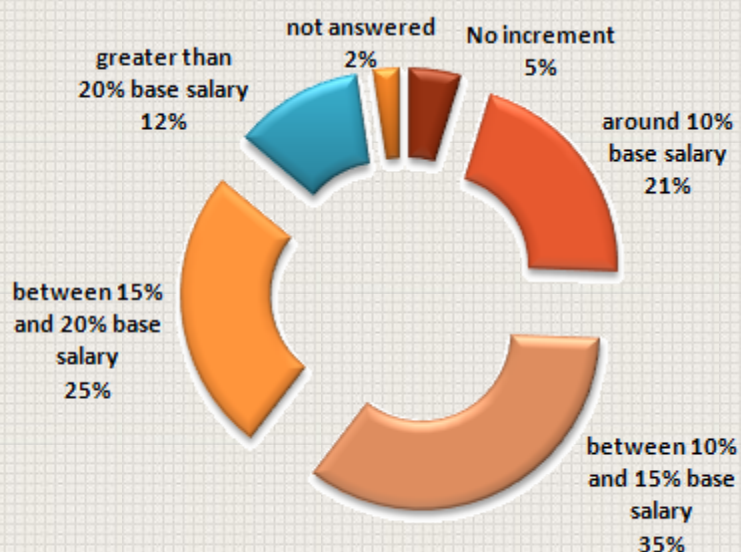
Average Salaries

City	Salary
Islamabad	PKR 48,125.00
Lahore	PKR 43,928.57
Karachi	PKR 60,100.00
National	PKR 53,472.22

Benefits

- not answered 5%
- No Benefits 21%
- others 30%
- car + mobile 2%
- car + mobile + fuel 7%
- mobile + fuel 16%
- Mobile only 19%

Promotion

- not answered 5%
- Not promoted since hire 18%
- More than 2 years ago 12%
- Within last 6 months 12%
- Within last 2 years 18%
- Within last year 35%

Increments

- not answered 2%
- No increment 5%
- greater than 20% base salary 12%
- around 10% base salary 21%
- between 15% and 20% base salary 25%
- between 10% and 15% base salary 35%

4.7% of the middle level finance professionals in Pakistan are being paid more than Rs.80,000/- per month in basic salary.

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Senior Level Finance professionals

29%
Karachi pays senior finance professionals the highest, 29% more than the national average

Average Salaries

Islamabad — PKR 105,357.14
Lahore — PKR 75,568.18
Karachi — PKR 140,104.21
National — PKR 108,379.65

Benefits

No Benefits 10%
others 29%
car + mobile + fuel 32%
Mobile only 11%
mobile + fuel 18%

Promotion

Not promoted since hire 19%
More than 2 years ago 21%
Within last 6 months 8%
Within last 2 years 18%
Within last year 34%

Increments

greater than 20% base salary 11%
No increment 5%
around 10% base salary 21%
between 15% and 20% base salary 29%
between 10% and 15% base salary 34%
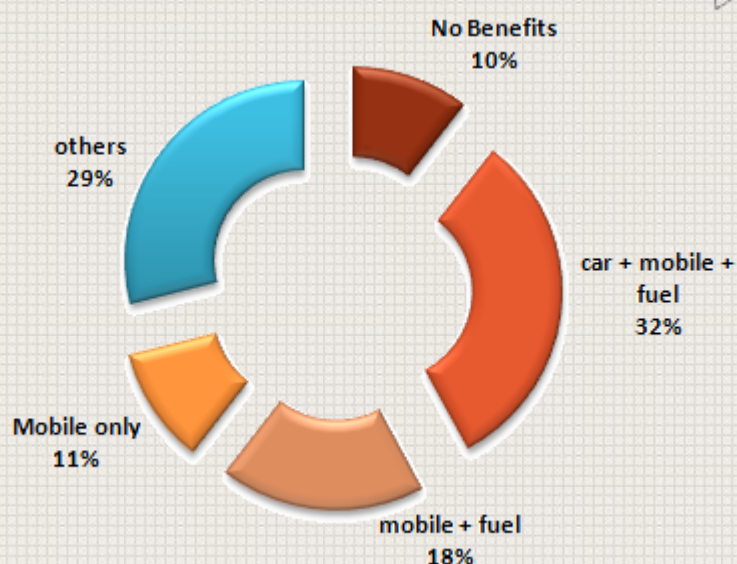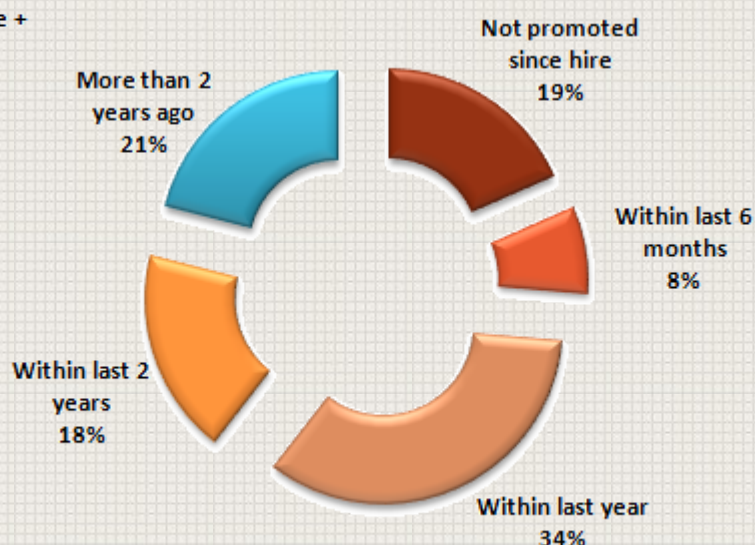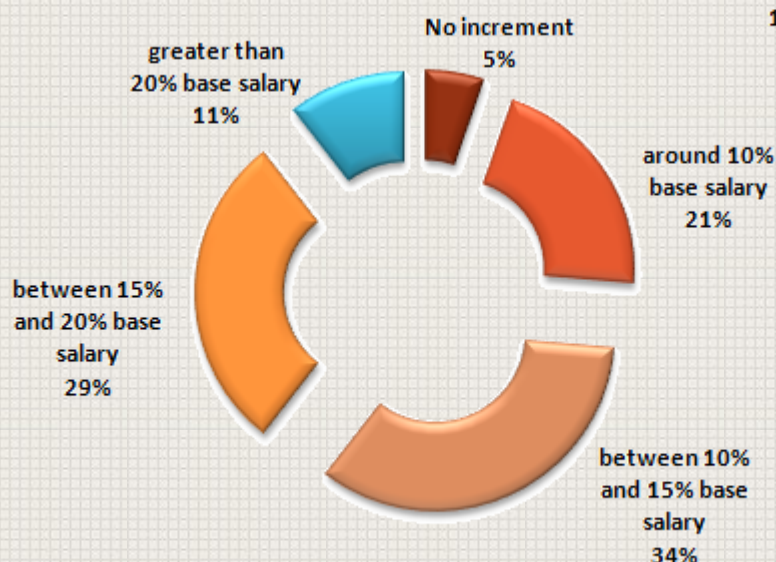
7.9% of the senior finance professionals in Pakistan are being paid more than Rs.260,000/- per month in basic salary.

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"Findings from 274 Administration professionals Nationwide"

| Entry Level 46% | Middle Level 32% | Senior Level 22% |

Average Nationwide Salaries

Senior — PKR 66,958.35

Middle — PKR 33,238.64

Entry — PKR 21,448.41
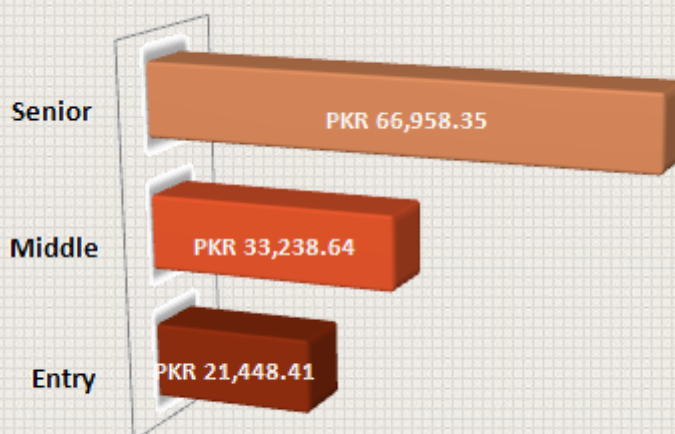
Entry Level at Rs.21,448.41/- per month where 2.7% of the respondents have said that their salaries are above Rs.35,000/- per month, Middle level at Rs.33,238.64/- where 4.7% are being paid above Rs.80,000/- and Senior level at Rs.66,958.35/- per month where 6.3% are being paid more than Rs.200,000/- per month.
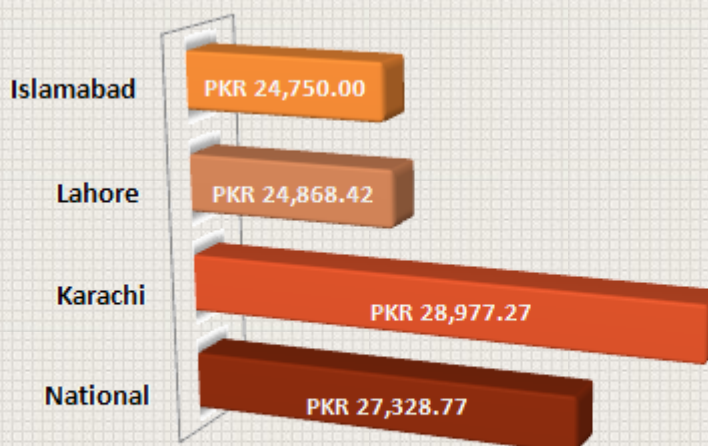
Note
Throughout the survey an entry level function denotes 0-3 years of experience, middle level represents 4-6 years of experience and a senior level employee is believed to have over 6 years of experience
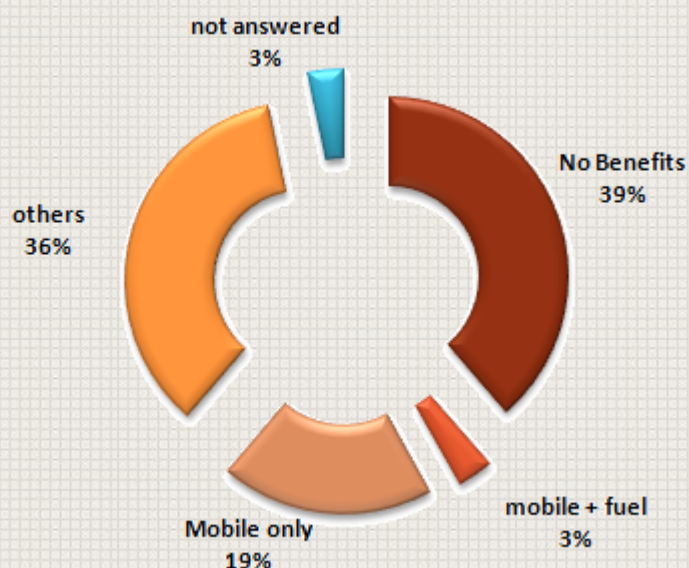
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Entry Level Administration Professional

6.5%

Islamabad pays entry level admin professionals the highest, 6.5% more than the national average

Average Salaries

Islamabad	PKR 22,840.91
Lahore	PKR 19,407.89
Karachi	PKR 22,159.09
National	PKR 21,448.41

Benefits

not answered
5%

others
27%

Mobile only
3%

No Benefits
46%

mobile + fuel
19%

Promotion

More than 2 years ago
5%

not answered
8%

Within last 2 years
19%

Not promoted since hire
38%

Within last year
16%

Within last 6 months
14%

Increments

greater than 20% base salary
8%

not answered
3%

No increment
11%

between 15% and 20% base salary
11%

around 10% base salary
27%

between 10% and 15% base salary
40%
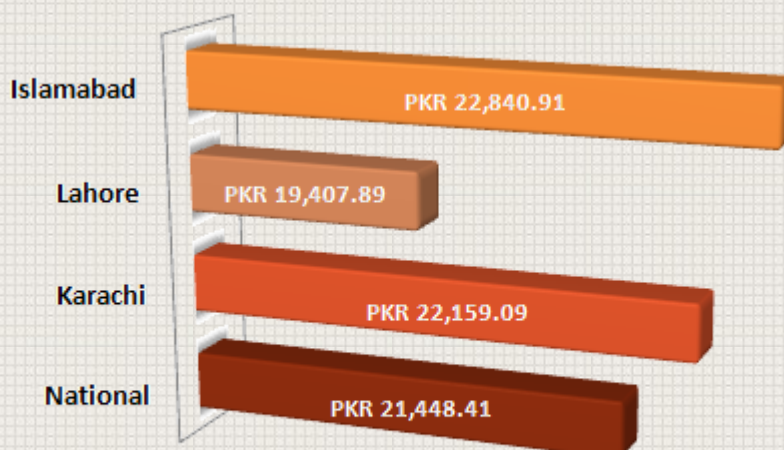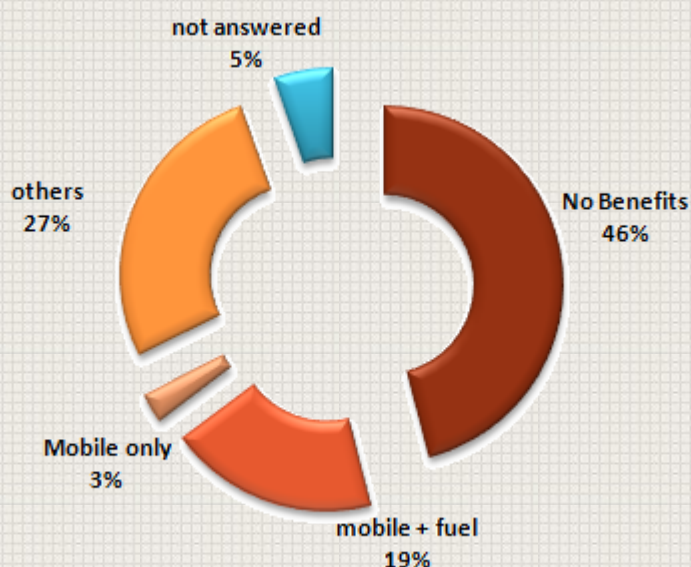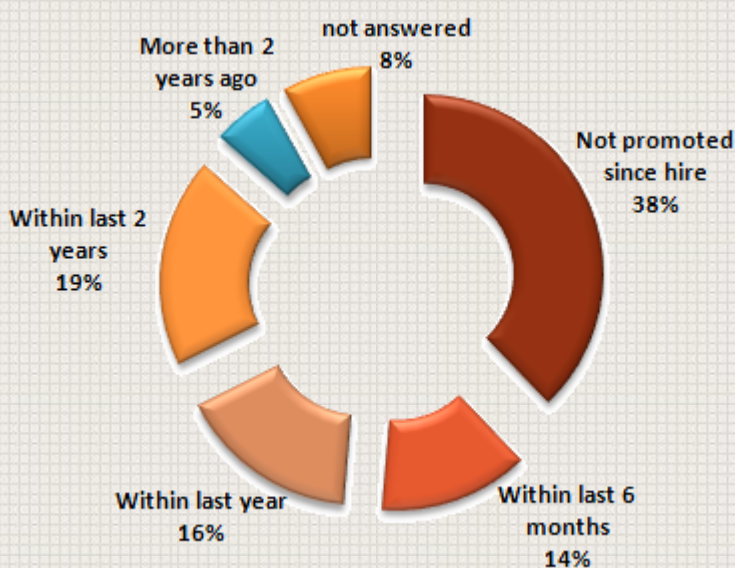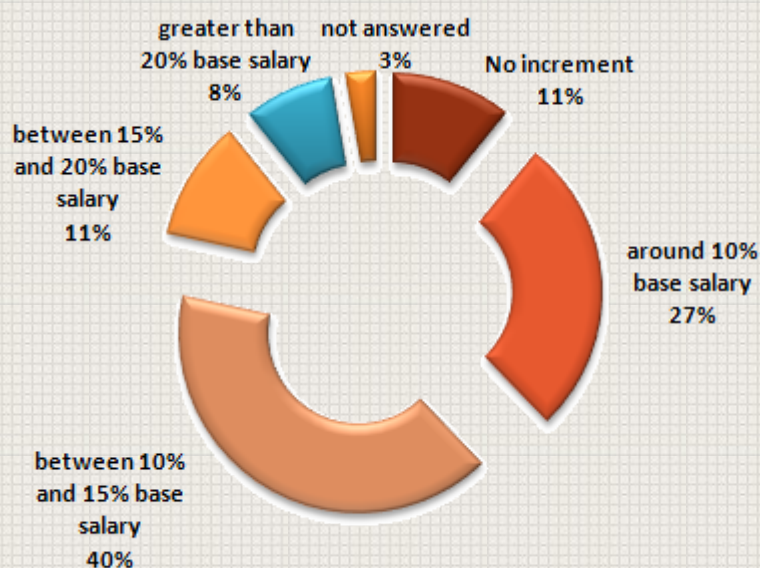
2.7% of the entry level administration professionals in Pakistan are being paid more than Rs.35,000/- per month in basic salary.

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Middle Level Administration Professional

Average Salaries

31.6%

Islamabad pays middle level admin professionals the highest, 31.6% more than the national average
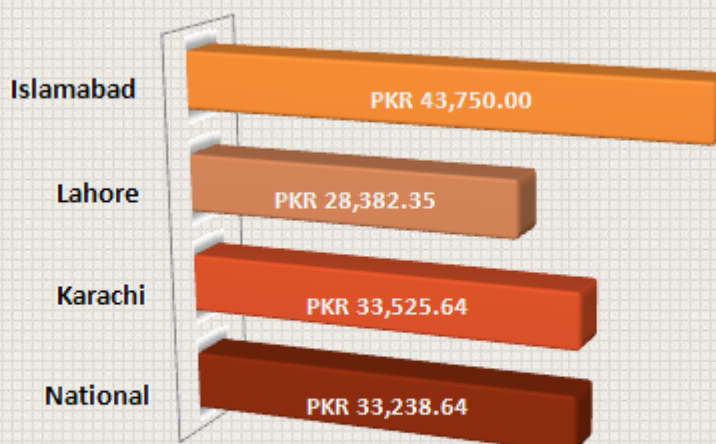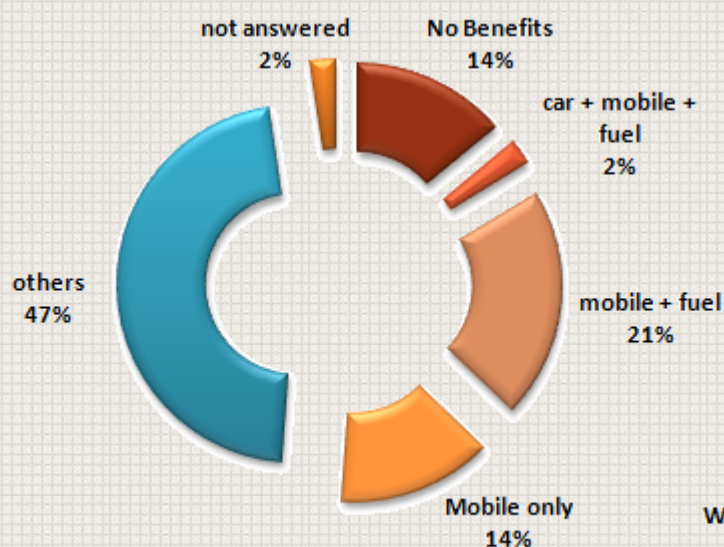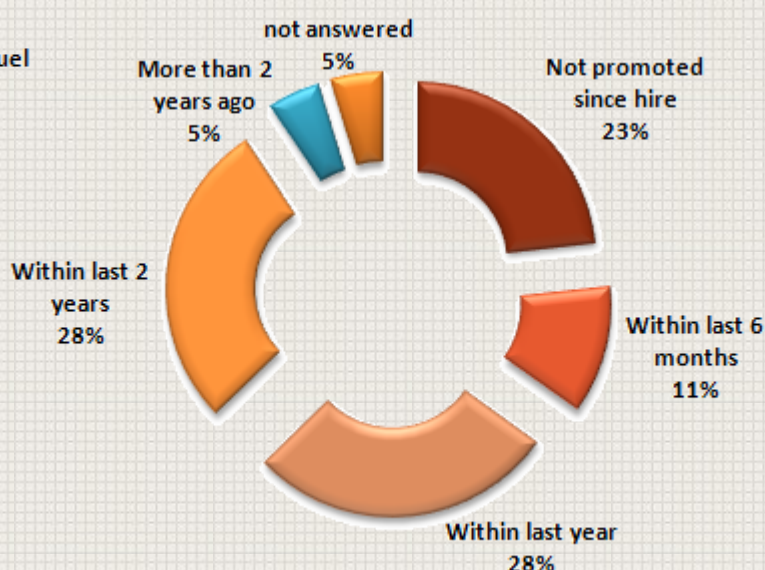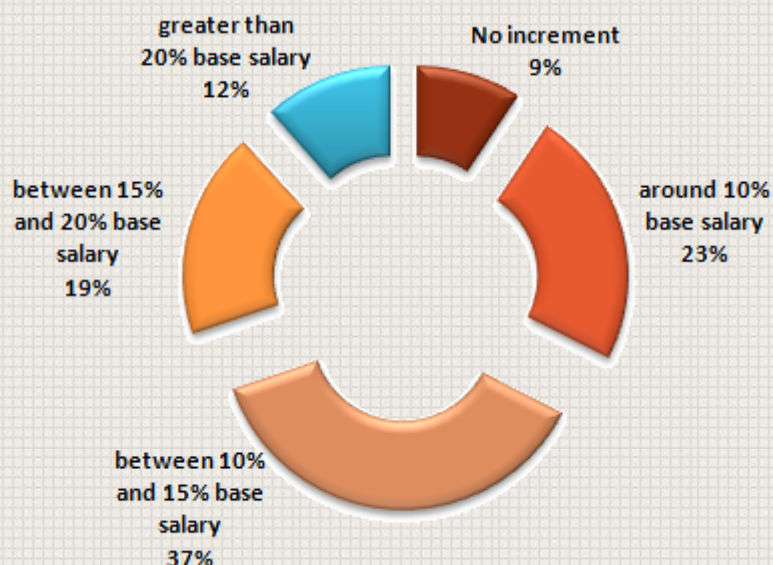
Islamabad	PKR 43,750.00
Lahore	PKR 28,382.35
Karachi	PKR 33,525.64
National	PKR 33,238.64

Benefits

not answered
2%

No Benefits
14%

car + mobile + fuel
2%

others
47%

mobile + fuel
21%

Mobile only
14%

Promotion

not answered
5%

More than 2 years ago
5%

Not promoted since hire
23%

Within last 2 years
28%

Within last 6 months
11%

Within last year
28%

Increments

greater than 20% base salary
12%

No increment
9%

between 15% and 20% base salary
19%

around 10% base salary
23%

between 10% and 15% base salary
37%

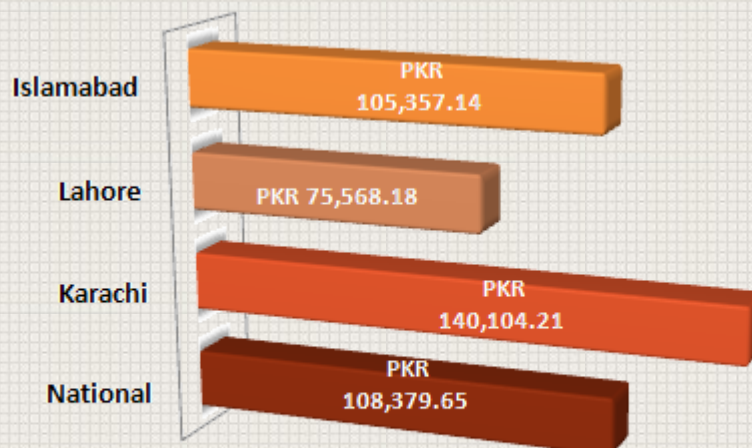**4.7%** of the middle level administration professionals in Pakistan are being paid more than Rs.80,000/- per month in basic salary.

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Senior Level Administration Professional

36.5%

Islamabad pays senior admin professionals the highest, 36.5% more than the national average

Average Salaries

City	Salary
Islamabad	PKR 91,428.57
Lahore	PKR 53,586.96
Karachi	PKR 71,500.03
National	PKR 66,958.35

Benefits

- not answered 3%
- others 19%
- No Benefits 16%
- car + mobile 6%
- Mobile only 9%
- mobile + fuel 19%
- car + mobile + fuel 28%

Promotion

- not answered 6%
- Not promoted since hire 3%
- Within last 6 months 16%
- More than 2 years ago 25%
- Within last 2 years 19%
- Within last year 31%

Increments

- greater than 20% base salary 6%
- not answered 3%
- around 10% base salary 19%
- between 15% and 20% base salary 25%
- No increment 3%
- between 10% and 15% base salary 44%

6.3% of the senior administration professionals in Pakistan are being paid more than Rs.200,000/- per month in basic salary.

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Survey Methodology

P@SHA IT Salary Survey 2013 is built upon the earlier surveys of 2008 and 2012, it has incorporated industry feedback and it is an improved comprehensive version. The questionnaire was drafted in-house learning from the 2012 version, the job roles were increased from 16 to 20 this year and each role had sub divisions for their experience level. A total of 75 unique job functions resulted from this exercise, in order to extract accurate information from the respondents the questionnaire treated each of these 75 functions individually. The respondents were given predefined options for the salary range, increments, benefits and promotions at each level which made the process simpler for the respondents.

The predefined salary options (range)

- 15000-20000
- 20001-25000
- 25001-35000
- 35001-45000
- 45001-60000
- 60001-80000
- 80001-100000
- 100001-125000
- 125001-150000
- 150001-175000
- 175001-200000
- 200001-225000
- 225001-260000
- 260001-290000
- 290001-325000
- 325001 above

The predefined benefit options at each level

- None
- Mobile Only
- Mobile + Fuel
- Car + Mobile
- Car + Mobile + Fuel
- Others

The predefined Average Last Promotion options at each level

- Not promoted since hire
- Within last 6 months
- Within last year
- Within last 2 years
- More than 2 years ago

Survey Methodology (continued)

The predefined Average Last Increment options at each level were

- No Increment
- Around 10% base salary
- Between 10% and 15% base salary
- Between 15% and 20% base salary
- Greater than 20% base salary

Data Gathering

The Survey was conducted using surveymonkey.com where the questionnaire was created and all the respondents were asked to submit their responses online. The survey requests were sent out on May 14th and the survey was closed on June 22nd giving more than 30 days for the companies to submit the responses. To ensure confidentiality only President P@SHA had access to the data gathered.

Data Analysis

Once the responses were received the data was analysed using SPSS, graphical representations were created using MS excel and infogram. Each job function was analysed individually for average salary nationwide and into the 3 major cities (where sufficient data points existed otherwise only national averages are shared), for average increments, average benefits and average promotion. For average salary calculation the median of the salary ranges was used.

P@SHA has used marketing research industry standard analytical tools and techniques for statistical analysis, interpretation of results and report writing.

The Questionnaire

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Pakistan Software Houses Association
for IT & ITES

P@SHA IT Salary Survey 2013

Pakistan Software Houses Association for IT & ITES (P@SHA) conducts the IT Salary Survey every year to benchmark salaries, benefits, promotions and increments for employees working in the IT Industry of Pakistan. P@SHA only uses the information you provide us here for research purposes and it is not shared with anyone. In no part of the survey will your name be associated with any information you provide here. We will only mention your company name at the end of the survey to thank all the participating companies. We hope that you will answer the following questions to the best of your knowledge and as accurately as you can. The survey is expected to take 60-90 minutes of your time and you can only submit it once.

*
1. Company Name

[   ]

*
2. Total number of employees in your company

[   ]

3. When was your company established?

[   ]

4. What is your primary nature of business?

☐ What is your primary nature of business? Application development

☐ IT Consulting

☐ BPO

☐ Business transformation

☐ Computer hardware

☐ CRM

☐ E-commerce

☐ ERP

☐ Internet Services

☐ Mobile Commerce

☐ Mobile applications

☐ SEO

☐ Social Media Marketing

☐ Strategy Consultants

☐ System Integration

☐ Telecom

☐ Transaction Marketing

☐ Retail Solutions

☐ IT solution reseller

☐ Game Development

Other (please specify) [   ]

Survey Methodology (continued)

The Questionnaire

5. Your company's primary business location (head office) in Pakistan

- [ ] Karachi
- [ ] Lahore
- [ ] Islamabad/ Rawalpindi
- [ ] Peshawer

- [ ] Quetta
- [ ] Sialkot
- [ ] Faisalabad
- [ ] Multan

Other (please specify)

6. What general benefits do you offer to all your employees?

- [ ] Health insurance
- [ ] Provident fund
- [ ] Gratuity
- [ ] Bonus
- [ ] Performance related bonus
- [ ] Eid bonus
- [ ] Day care facility
- [ ] Maternity leave
- [ ] Paternity leave
- [ ] Employee shareholding in the company

- [ ] Re-location benefit
- [ ] Employee discounts at sales outlets/ spas/ gym
- [ ] Flexible working hour arrangements
- [ ] Transportation provided (pick & drop facility)
- [ ] Fuel compensation
- [ ] Mobile compensation
- [ ] Cafeteria/ Subsidized food
- [ ] Sports or recreational facilities at the workplace
- [ ] Personal loans
- [ ] Umrah and Hajj financing

Other (please specify)

7. If you offer bonuses please indicate their frequency

- [ ] Annual
- [ ] Bi-annual
- [ ] Quarterly

Other (please specify)

8. How long is a typical work week in your company?
(choose the closest if the average working hours do not match the choices)

- [ ] 40 hours
- [ ] 42 hours
- [ ] 45 hours
- [ ] 50 hours
- [ ] 54 hours
- [ ] 60 hours
- [ ] more than 60 hours

Survey Methodology (continued)

The Questionnaire

For questions 9 to 28 please note that an entry level function denotes 0 to 3 years of experience, Middle Level is believed to have 3 to 6 years of experience while a senior level employee signifies over 6 years of experience in that role.

9. Architect

	No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Architect (Entry Level)	Architect (Entry Level) No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Architect (Middle level)	Architect (Middle level) No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Architect (Senior level)	Architect (Senior level) No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role

10. BPO Customer Service Professional

	No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Entry Level	Entry Level No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Middle level	Middle level No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Senior level	Senior level No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role

11. Programmer

	No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Android (Entry level)	Android (Entry level) No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Android (Middle level)	Android (Middle level) No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
iOS (Entry level)	iOS (Entry level) No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
iOS (Middle level)	iOS (Middle level) No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role

Survey Methodology (continued)

The Questionnaire

	No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
java (Entry level)	java (Entry level) No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
java (Middle level)	java (Middle level) No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
java (Senior level)	java (Senior level) No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
.net (Entry Level)	.net (Entry Level) No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
.net (Middle Level)	.net (Middle Level) No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
.net (Senior Level)	.net (Senior Level) No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Ruby developer (Entry level)	Ruby developer (Entry level) No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Ruby developer (Middle level)	Ruby developer (Middle level) No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Web development languages php/jscript/VBscript/asp/wordpress (Entry level)	Web development languages php/jscript/VBscript/asp/wordpress (Entry level) No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Web development languages php/jscript/VBscript/asp/wordpress (Middle level)	Web development languages php/jscript/VBscript/asp/wordpress (Middle level) No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Web development languages php/jscript/VBscript/asp/wordpress (Senior level)	Web development languages php/jscript/VBscript/asp/wordpress (Senior level) No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
database front-end programmer (Entry level)	database front-end programmer (Entry level) No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
database front-end programmer (Middle level)	database front-end programmer (Middle level) No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
database front-end programmer (Senior level)	database front-end programmer (Senior level) No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role

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Survey Methodology (continued)

The Questionnaire

12. Database Administrator

	No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Entry level	Entry level No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Middle level	Middle level No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Senior Level	Senior Level No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role

13. Graphics Designer

	No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Entry	Entry No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Middle	Middle No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Senior	Senior No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role

14. Help desk / Support

	No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Entry	Entry No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Middle	Middle No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Senior	Senior No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role

15. Project Manager

	No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Middle Level	Middle Level No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Senior Level	Senior Level No. of employees in	Average Salary	Benefits	Average last promotion	Average last increment	Role

The Questionnaire

16. Software Development Manager

	No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Middle	Middle No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Senior Level	Senior Level No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role

17. Team Lead

	No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Middle	Middle No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Senior	Senior No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role

18. Quality Assurance

	No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Entry	Entry No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Middle	Middle No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Senior	Senior No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role

19. Technical Writer

	No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Entry	Entry No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Middle	Middle No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Senior	Senior No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role

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20. System Administrator

	No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Entry	Entry No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Middle	Middle No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Senior	Senior No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role

21. Research & Development

	No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Entry	Entry No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Middle	Middle No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Senior	Senior No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role

22. Social Media Marketing / SEO & SEM

	No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Entry Level	Entry Level No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Middle Level	Middle Level No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Senior Level	Senior Level No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role

please note that an entry level function denotes 0 to 3 years of experience, Middle Level is believed to have 3 to 6 years of experience while a senior level employee signifies over 6 years of experience in that role.

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23. Senior Management

	No. of employees in this function	Average Salary	Benefits	Average last increment	relationship
CEO/Director/MD/Country Manager	No. of employees in this function	Average Salary	Benefits	Average last increment	relationship
CIO	CIO No. of employees in this function	Average Salary	Benefits	Average last increment	relationship
CTO	CTO No. of employees in this function	Average Salary	Benefits	Average last increment	relationship
CFO	CFO No. of employees in this function	Average Salary	Benefits	Average last increment	relationship
COO	COO No. of employees in this function	Average Salary	Benefits	Average last increment	relationship
CMO	CMO No. of employees in this function	Average Salary	Benefits	Average last increment	relationship

24. Human Resources

	No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Entry Level	Entry Level No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Middle Level	Middle Level No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Senior Level	Senior Level No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role

25. Business Development / Sales & Marketing

	No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Entry	Entry No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Middle	Middle No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Senior	Senior No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role

The Questionnaire

26. Business Analysts/ Strategy Analysts

	No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Entry	Entry No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Middle	Middle No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Senior	Senior No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role

27. Finance

	No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Entry	Entry No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Middle	Middle No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Senior	Senior No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role

28. Administration

	No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Entry	Entry No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Middle	Middle No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role
Senior	Senior No. of employees in this function	Average Salary	Benefits	Average last promotion	Average last increment	Role

29. On a scale of 1 to 10 how important would you describe employee retention as a concern for your organization (1 being least important and 10 being the most)

1	2	3	4	5	6	7	8	9	10
☐ *1	☐ 2	☐ 3	☐ 4	☐ 5	☐ 6	☐ 7	☐ 8	☐ 9	☐ 10

30. Does your company practice long service awards?

☐ Yes

☐ No

The Questionnaire

31. Do you practice a strategy to maintain gender balance in your workforce?
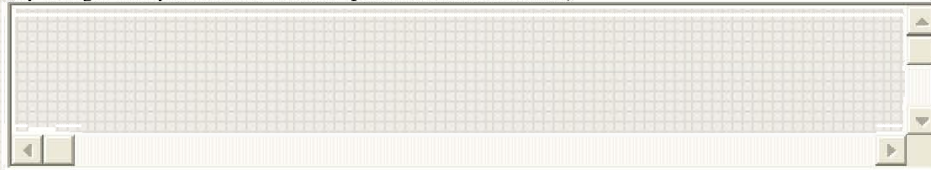
☐ Yes

☐ No

32. Additional Information
(Anything that you may want to add to any of your responses above, please mention the question number you are referring to)

33. Suggestions
(please let us know if you have any suggestions for how the information gathered from you should be compiled or if you want any changes next year in how/ what the questions have been asked)

Thank you for filling out this survey, we greatly value your contribution and resources used in completing this survey. As a token of our appreciation we will provide you with a complimentary free copy of the survey findings if you are a P@SHA member company and at a discounted price if you are not. Your company name will also appear at the end of the survey under participating companies.

thanking you again
P@SHA research team
Powered by SurveyMonkey
Check out our sample surveys and create your own now!

List of Companies who Participated in this Survey

Adroit Pvt Ltd
www.adroit.pk

Alchemy Technologies
www.alchemya.com

Arbisoft
www.arbisoft.com

Arpatech
www.arpatech.com

Arwentech
www.arwentech.com

ASK Development
www.askdevelopment.org

Askoli
www.askoli.com

Autosoft Dynamics Pvt ltd
www.autosoftdynamics.com

Avanceon
www.avanceon.com

Avanza Solutions
www.avanzasolutions.com

B Solutions
www.bsolutions.pk

Bahria Enterprise BEST
www.best-bf.com

Best Hive
www.besthive.com

Canbi Pvt Ltd

Cash Khan
www.sofizar.com

Ciklum Pakistan Pvt Ltd
www.ciklum.com

Cloud BPO
www.cloudbpo.com

CTO 24/7 Private Limited
www.cto247.com

Cure MD
www.curemd.com

Cutting Edge BPO
www.cuttingedgebpo.com

Data Focal Innovations
www.datafocal.com

Data Solutions Pvt Ltd

DPL Pvt Ltd
www.dplit.com

Engro Foods
www.engrofoods.com

Five Rivers
www.fiveriverstech.com

Folio3 Pvt Ltd
www.folio3.com

Generix Solutions
www.generixsol.com

Geniteam Solutions
www.geniteam.com

GFK Etilize
www.etilize.com

Goodcore Software
www.goodcoresoft.com

IBEX Global
www.ibexglobal.com

iLink

Infogistic Pvt Ltd
www.infogistic.com

Infotech Pvt Ltd
www.infotechgroup.com

Intech Process Automation
www.intechww.com

Integrated Systems Research Pvt Ltd
www.isrpl.com

Invortex
www.invortex.com

ISA Ltd COMSTAR
www.comstar.com.pk

IT Bees Private Limited
www.it-bees.com

ITIM Systems
www.itimsystems.com

Knowledge Platform
www.knowledgeplatform.com

Lahore Cantonment Board
www.lcb.gov.pk

LMKT
www.lmkt.com

Lumensoft
www.lumensoft.biz

Maison Consulting
www.maisonconsulting.com

Mazik Global
www.mazikglobal.com

Mezino Technologies
www.mezino.com

Millennium Systems & Consultants Pvt Ltd
www.msclpk.com

Netsol Technologies
www.netsoltech.com

Netsolace
www.netsolace.com

New Matrix
www.newmartix.com

NexDegree
www.nexdegree.com

Ovex Technologies Pakistan
www.ovextech.com

Ovex Technologies Pvt Ltd
www.ovex.com.pk

Panda Security Pakistan
www.pandasecurity.com/pakistan/

PC Solutions.net

Personforce Consulting
www.personforce.net

PIBAS Pakistan Pvt Ltd
www.pibas.com

Primatics Financial
www.primaticsfinancial.com

Pring
www.pringit.com

Punjab IT Board
www.pitb.gov.pk

Sakonent
www.sakonent.com

Scribe
www.iscribe.com

Sibisoft Pvt Ltd

Smart Mindx

List of Companies who Participated in this Survey (continued)

Softech Corporation Pvt Ltd
www.360training.com

Softech Worldwide
www.softechww.com

Spur Solutions
www.spurglobal.com

Strategic Systems
www.ssidecisions.com

Synergy IT
www.synergy-it.pk

Systems Limited
www.systemsltd.com

Texpo Pakistan
www.texpoglobal.com

THK Solutions
www.thks.com.pk

TPS Pvt Ltd
www.tpsonline.com

TRG Pvt Ltd
www.trgworld.com

Tricast Media
www.tricastservices.com

Vendevo
www.vendevo.com

Viftech
www.viftech.com.pk

Visionary Computer Solutions
www.vcs.com.pk

Wali Systems
www.walisystems.com

Wavetec Private Limited
www.wavetec.com

Workforce Software
www.workforcesoftware.com

XoHoTech
www.xohotech.com