

SALARY SURVEY

REPORT 2023-24

P@SHA

Pakistan IT Industry Association



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Message by Chairman



Muhammad Zohaib Khan

Chairman

P@SHA
PAKISTAN SOFTWARE HUMAN ASSOCIATION FOR IT & ITeS

I am pleased to address you on the significant occasion of the release of the ninth edition of the P@SHA Salary Survey for Pakistan's IT Industry. This survey stands as a testament to our solid dedication to serving and advancing the interests of the IT and

ITeS sector in Pakistan. These are truly exciting times for the IT and ITeS industry in Pakistan, with our government recognizing it as a leading sector capable of driving economic growth

As we navigate the dynamic landscape of compensation strategies, we are confronted with unique challenges shaped by global economic trends, such as the 6.9% inflation rate in 2023. However, amidst these challenges, the IT sector continues to demonstrate resilience and growth, reaffirming its pivotal role in driving innovation and progress.

Our team has demonstrated exceptional dedication and professionalism in producing this year's Salary Survey Report. I am particularly pleased to note their commitment to ensuring the confidentiality of data at all levels, a testament to their integrity and diligence. I extend my sincerest gratitude to all participants and contributors who have played a vital role in making this survey possible. Your insights and dedication have been instrumental in shaping this report.

Message by Senior Vice Chairman



Ali Ihsan

Senior Vice Chairman and Committee Chair

P@SHA
Pakistan Software Houses Association for IT & ITES

As we embark upon the second year of my tenure as Chair of the Skills Committee and Senior Vice Chairman P@SHA, I am delighted to reflect on our accomplishments and chart a course for the future.

The past year has been marked by significant milestones, among which the completion of Techlift stands out as a testament to our commitment to nurturing innovation and excellence in the IT industry. Moreover, I am pleased to present the P@SHA Salary Survey 2023-24 for the IT Industry, a comprehensive endeavor aimed at facilitating performance assessment and salary adjustments within our sector. Beyond its surface evaluation of compensation, this survey delves deep into the factors contributing to employee turnover rates, unraveling the details that impact workforce dynamics and retention strategies.

In parallel, we observe noteworthy shifts in compensation strategies, driven by trends such as remote work, skills-based pay, transparency, and sustainability. The prevalence of remote work and hybrid models necessitates a reevaluation of compensation structures to accommodate diverse work arrangements, emphasizing fairness and flexibility. Organizations are increasingly recognizing the value of specific expertise, leading to the prominence of skills-based pay. Moreover, enhanced transparency in communicating compensation structures raises trust and aligns with broader movements towards openness in organizational practices.

Foreword



Nadeem A. Malik

Secretary General

P@SHA
Pakistan Software Houses Association for IT & ITeS

It is with great pleasure that I introduce the ninth installment of the P@SHA Salary Survey for Pakistan's IT Industry. Over the years, this survey has become an invaluable resource for organizations within the IT and

ITeS sector, providing crucial insights into compensation trends, employee turnover rates, and retention strategies. This survey serves as a strategic instrument, empowering organizations to make informed decisions about their most valuable asset: their human capital.

This year's survey boasts participation from 155 IT and ITeS companies, reflecting a robust engagement from industry stakeholders. A key aspect of this survey is its inclusive approach. Through collaboration with senior HR personnel from member companies of diverse sizes and categories, we have ensured that the survey reflects a broad spectrum of perspectives.

I extend my sincere gratitude to all the participants, and contributors who have made this survey possible. Your insights and dedication have been instrumental in shaping this report. Lastly, I would like to extend heartfelt congratulations to my exceptional team whose firm dedication and tireless efforts have been instrumental in crafting this report. I am confident that it will serve as a valuable resource for organizations seeking to navigate the complex terrain of compensation and talent management in the IT industry.

Acknowledgements

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Acknowledgements

Special Thanks to the Skills Committee Members for Guidance



Ali Ihsan

Skills Committee Chair



Bilal Mahmood

Skills Committee Co-Chair

Background – International trends

As we delve into the global landscape of salary trends in 2023, a notable factor is the impact of the **6.9 percent** global inflation rate (as per IMF) on compensation strategies. Organizations worldwide are grappling with rising inflation, prompting a reevaluation of salary structures. Many are considering adjustments to ensure that employees' purchasing power is maintained, reflecting a commitment to fair and competitive compensation amid economic challenges.



The IT sector exhibited robust growth, with a value of **US\$ 519.61 billion** in 2022, and is projected to expand significantly, reaching **US\$ 1358.79 billion** by 2029. This forecast indicates a compound annual growth (CAGR) of **14.72 percent** over the forecast period, highlighting the sector's considerable momentum and potential for substantial expansion.

As of 2023, the U.S. region held approximately 36 percent of the worldwide market share in information and communication technology (ICT). Following closely behind, the EU and China claimed the second and third largest shares, with each comprising over 11 percent of the market, respectively.

On the international level, a notable trend highlighted in a study by the US Government's Bureau of Labor Statistics is the robust growth projected across various IT roles. For instance, software developers and quality assurance analysts are anticipated to experience a growth rate of **21 percent to 26 percent**, while information security analyst roles are poised for nearly a 40 percent increase. According to the 2022 Dice Tech Salary Report, the average tech salary in 2021 reached approximately **\$104,566**, reflecting a **6.9 percent** year-over-year increase.

Several other noteworthy shifts shape the landscape of compensation strategies. The prevalence of remote work and hybrid models prompts a reevaluation of compensation, emphasizing fairness and flexibility to accommodate diverse work arrangements. Beyond traditional monetary benefits, a focus on non-monetary perks and employee well-being emerges, highlighting a holistic approach to compensation. Skills-based pay gains prominence as organizations respond to talent shortages, recognizing the value of specific expertise. Enhanced transparency in communicating compensation structures fosters trust, aligning with a broader movement towards openness in organizational practices. Additionally, sustainability and ethical considerations become integral, with organizations evaluating the societal and environmental impact of their compensation practices. This amalgamation of trends underscores the dynamic and multifaceted nature of international compensation strategies in 2023.

Introduction

About P@SHA Salary Survey 2023-24

In the intricate landscape of organizational management, compensation strategies hold a pivotal role in shaping workforce dynamics. This report serves as an exploration into the indispensable role of the salary survey, providing foundational insights for informed decision-making in the realm of remuneration.

Contained within these pages is a thorough analysis of prevailing industry-wide salary trends in Pakistan, offering a crucial **benchmark** for organizations seeking to calibrate their compensation practices. Beyond mere numbers, this report is a strategic asset, providing insights that go beyond the surface to inform talent acquisition, retention strategies, and overall workforce management.



Essentially, the salary survey report transcends being a mere compilation of data; it transforms into a guiding compass steering organizations towards the adoption of competitive, fair, and contemporary compensation practices. The insights within this report are not confined to statistical information but extend to become a potent tool for fostering organizational excellence through meticulous and strategic compensation planning. We extend an invitation for you to immerse yourself in the nuanced details within the report, recognizing it as a powerful instrument for achieving organizational success through thoughtful compensation strategies.

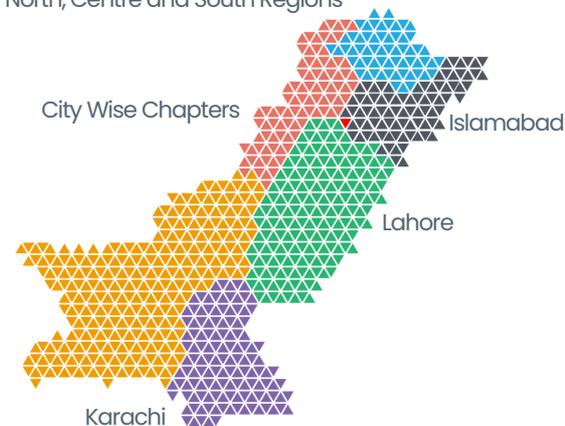
About P@SHA

Pakistan IT Industry Association (P@SHA) is one of the oldest ICT associations of the region and the sole trade association in Pakistan representing the industry since 1992. P@SHA is the only Pakistani entity globally registered with and recognized by institutions such as WISTA (World Information Technology and Services Alliance), ASOCIO (Asian Oceanic Computing Industry Organization) and APICTA (Asia Pacific ICT Alliance). Over the years, P@SHA has registered more than **1,500** companies across Pakistan and has been the voice of the industry, advocating policy initiatives and working towards creating a high growth sustainable business environment in the country.

1500+ Members

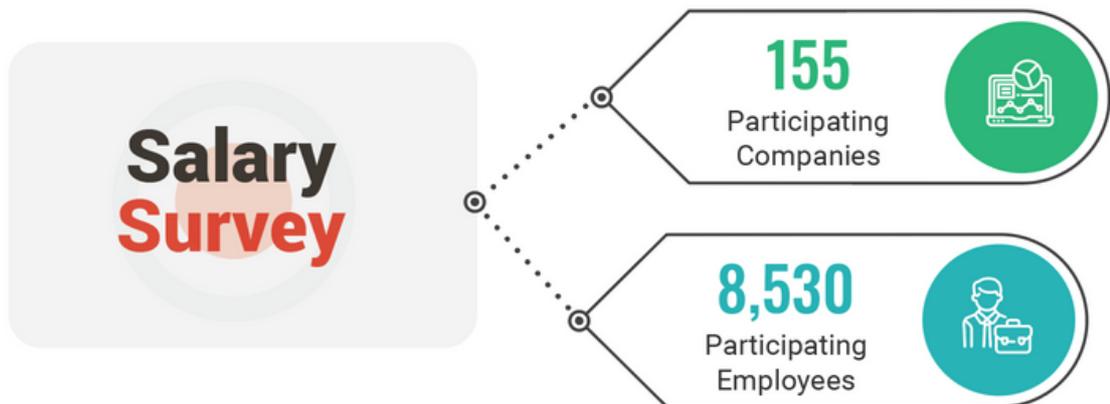
North, Centre and South Regions

City Wise Chapters



About P@SHA Salary Survey 2023-24

P@SHA 's Salary Survey is a flagship initiative launched initially in 2008 with an intent to help HR departments of IT industry in Pakistan.



The **P@SHA Salary Survey Report 2023-24** is the **ninth** survey conducted by P@SHA to help IT and ITeS industry in performance evaluation and increments, allow salary benchmarking, analyze and address reasons behind employee turnover rates. It includes analysis of salaries, benefits and increments of employees working in the IT industry of Pakistan.

A total of **155** unique IT and ITeS companies participated in the survey. However, since 50 companies didn't provide complete data, the data of **105** companies is used for analysis and findings in salary benchmarking.

Hence, the latest edition features data from 105 companies and **8,530** employees working in **61** job roles and **352** unique job levels in both IT and non-IT capacities. All roles are further broken down into experience levels.

Beyond the surface evaluation of compensation, the survey undertakes a thorough examination of the factors that contribute to employee turnover rates within the IT industry. By delving into these factors, the survey aims to unravel the underlying intricacies that impact workforce dynamics and retention strategies. This multi-faceted approach ensures that the survey transcends a mere numerical representation of salaries, evolving into a strategic instrument that empowers organizations to make informed decisions about their human capital.

We hope this comprehensive report will enable companies to benchmark the salaries for their employees effectively.

Note: In order to ensure data confidentiality, the data was masked by removing company names and was available to P@SHA Secretariat research team only for analysis.

Purpose



The primary focus of this salary survey has been to ensure that the salary packages being offered by the companies in the market align with the industry standards in the IT sector. P@SHA has provided this salary survey as a guide, that provides comprehensive data on salaries, benefits, and other increments that are being offered in the IT industry. This allows to benchmark the compensation packages offered to employees in different roles within companies across Pakistan. Additionally, this survey also allows to identify any disparities, if present, so that companies can ensure that employees receive compensation packages that are equitable across various levels and roles within the organization. The purpose of the salary survey is also to assist companies in refining their talent acquisition and retention strategies.



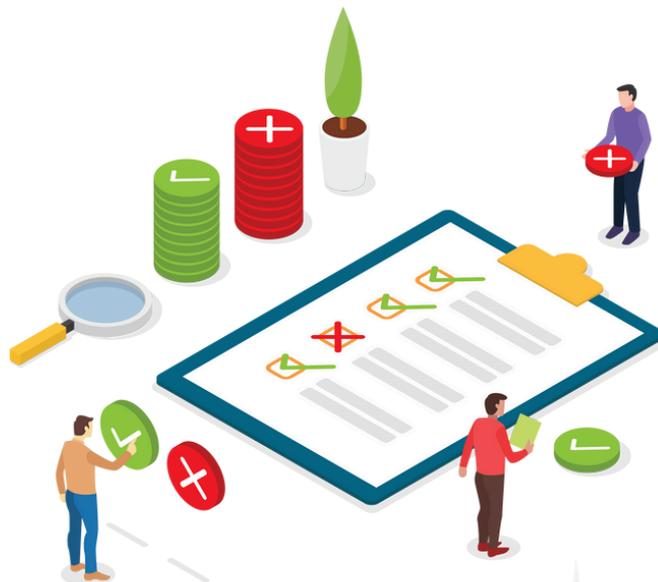
Scope and Methodology

The salary survey conducted by P@SHA aims to provide a comprehensive overview of compensation packages across various companies nationwide. Utilizing a survey-based approach, data on salary levels, benefits, bonuses, and incentives were collected from employees of different levels and roles. Convenient sampling ensured representation from industry-related companies. The survey was distributed online for easy participation, and responses were voluntary. The data was collected from start of November 2023 to the end of January 2024. Following data collection, statistical analysis was employed to identify trends and disparities within the IT industry, benchmarking against industry standards.

A total of **155** IT and ITes companies participated, but due to incomplete data from **50**, insights from 105 companies, involving **30,000 employees** across **83 job roles** and **395 distinct job** levels in both technical and non-technical roles, are utilized for in-depth analysis and findings in salary benchmarking. The data is categorized by experience levels for each role.

The job roles consisted of five groups, each consisting of senior HR personnel from member companies of diverse sizes and categories. The different company sizes and participants were categorized based on their years of experience. This diverse representation enriched the survey process, as each member contributed valuable insights and suggestions. In total, **65 individuals** were distributed among these five working groups, facilitating collaborative efforts to enhance the survey and incorporate a wide range of perspectives.

Through this extensive survey, we anticipate that companies will be equipped to effectively benchmark salaries for their workforce.

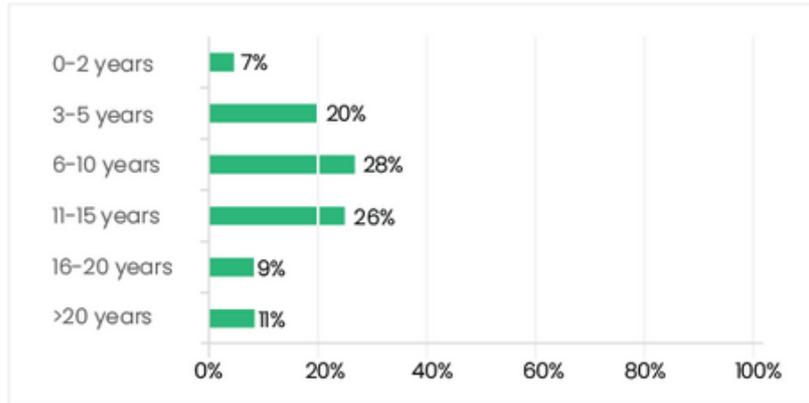


SALARY SURVEY 2023-24

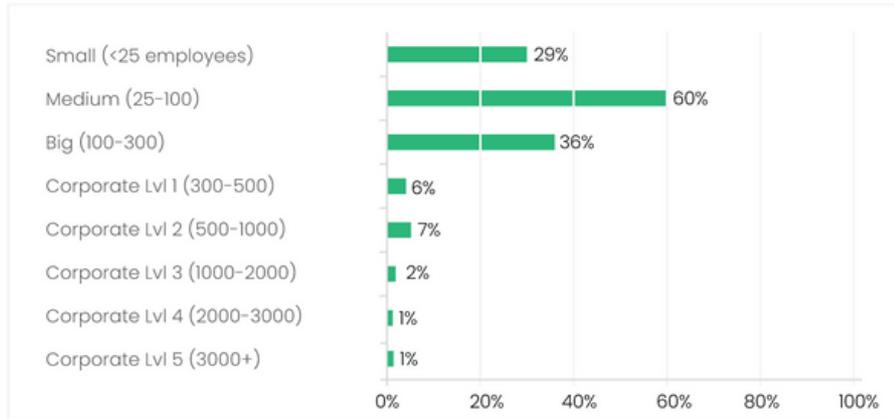
PARTICIPATING COMPANIES' OVERVIEW

Participating Companies' Overview

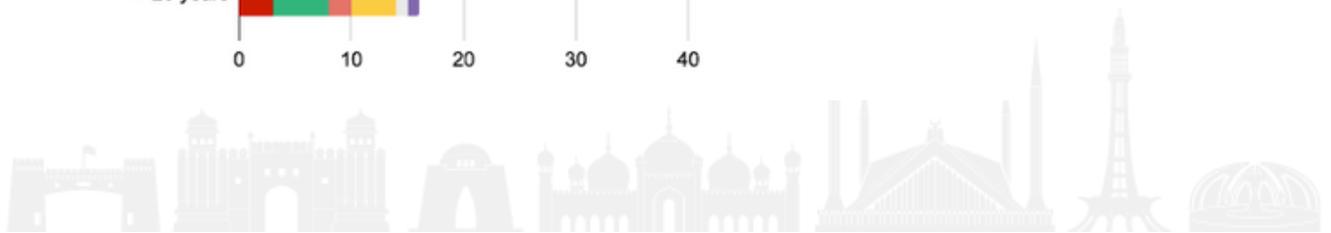
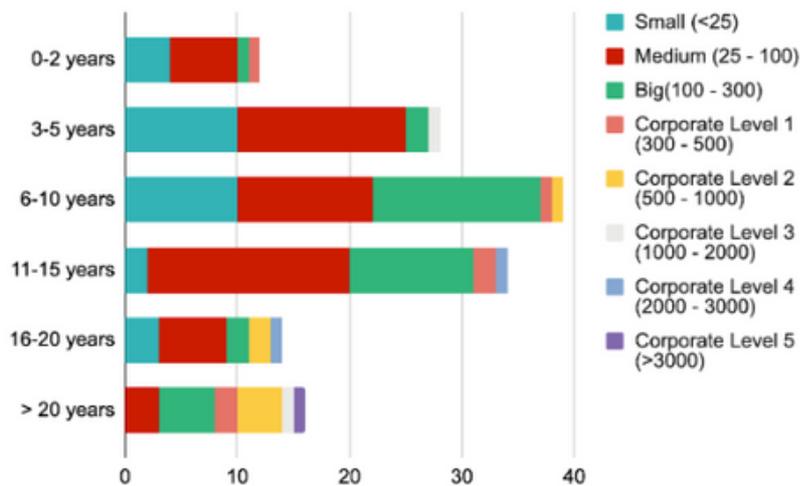
Company Age



Company Size

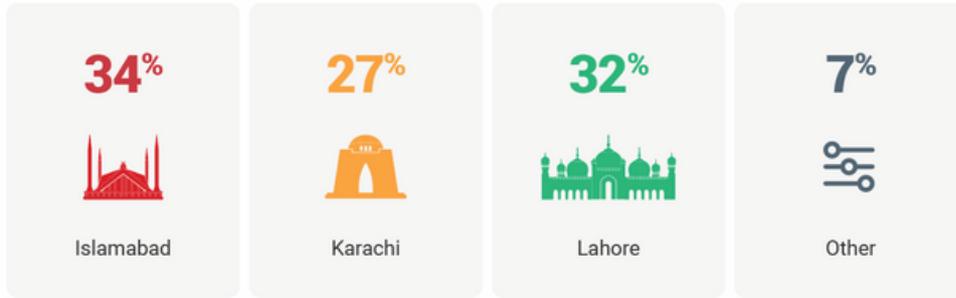


Company Age vs Size



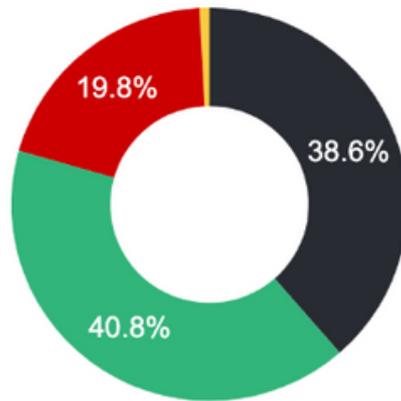
Participating Companies' Overview

Geographic Spread of Companies

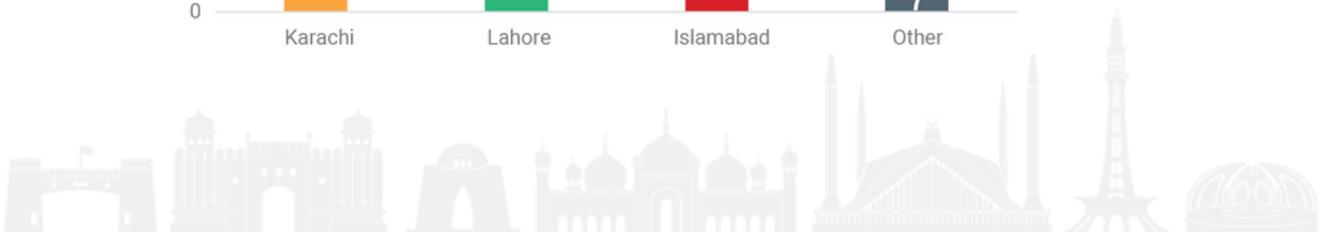
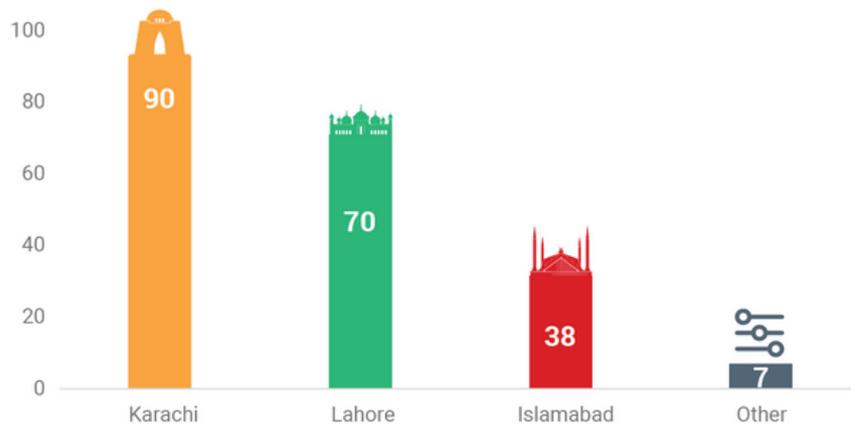


Geographic Spread of 8,835 Employees

● Islamabad ● Karachi ● Lahore ● Others



Average Team Size Across Regions



Participating Companies' Overview

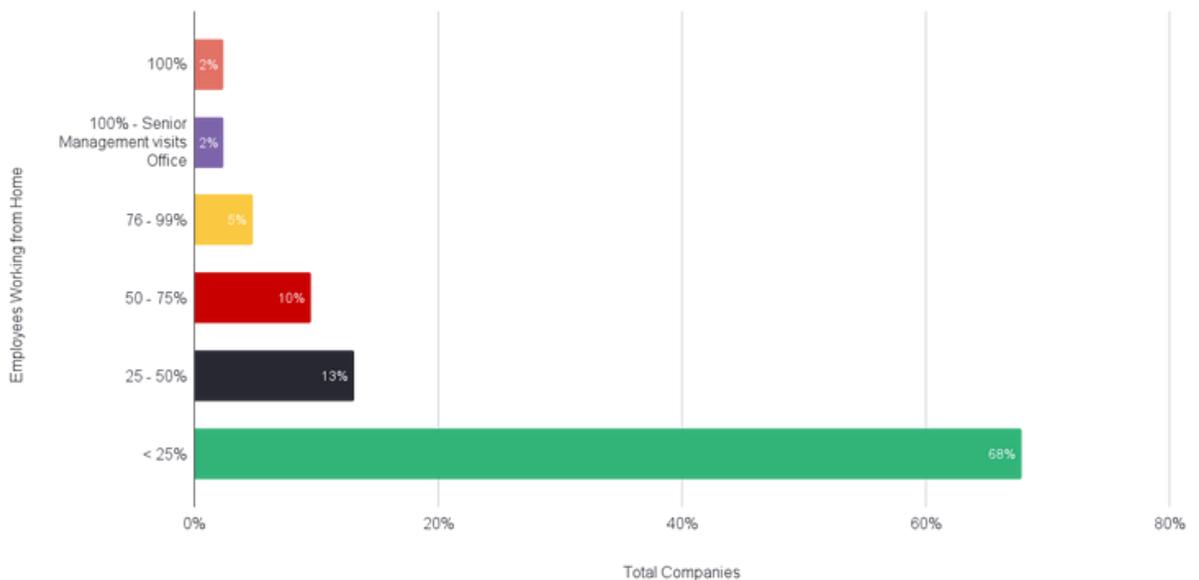
Remote Offices

Regional Distribution of Companies With Employees in Other Cities



- 58.8%** of companies based in Islamabad had employees working in other cities.
- 62%** of companies based in Karachi had employees working in other cities.
- 50%** of companies based in Lahore had employees working in other cities.
- 66.6%** of companies based in Other cities had employees working in other cities.

Companies with Employees Still Working from Home



Participating Companies' Overview

Startup

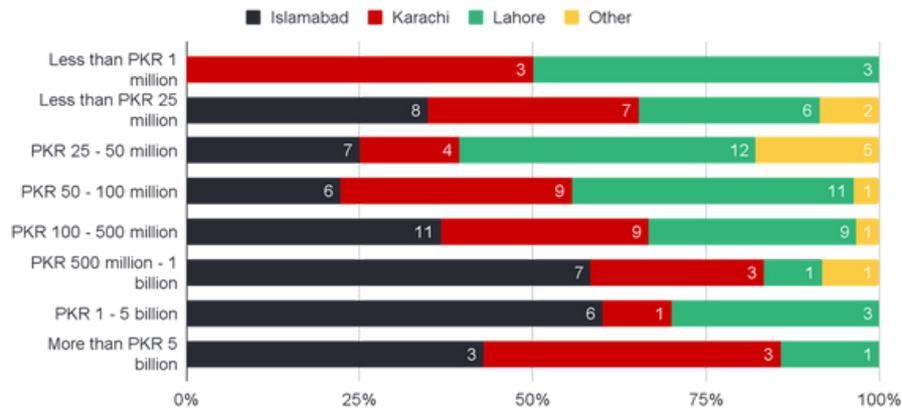
6.4% of the total companies have raised or plan to raise investment through Angel Investors or Venture Capitalists

4.55% Companies Raised Less Than USD **100,000**

0.91% Companies Raised USD **101,000 – 500,000**

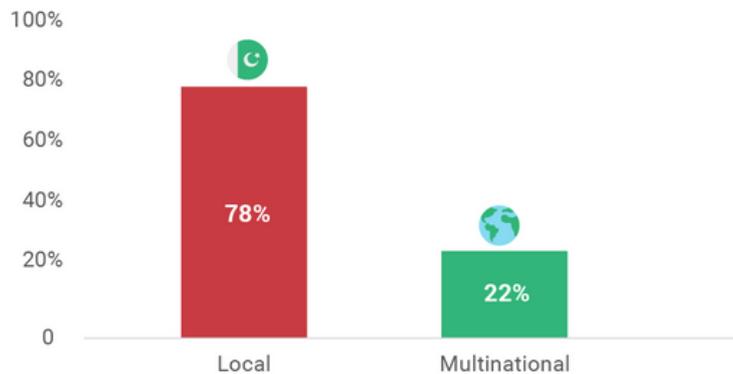
0.91% Companies Raised USD **3 – 5 Million**

Investment by Location



Company Headquarters

78% of the companies have their headquarters based in Pakistan while the remaining **22%** operate from international offices.

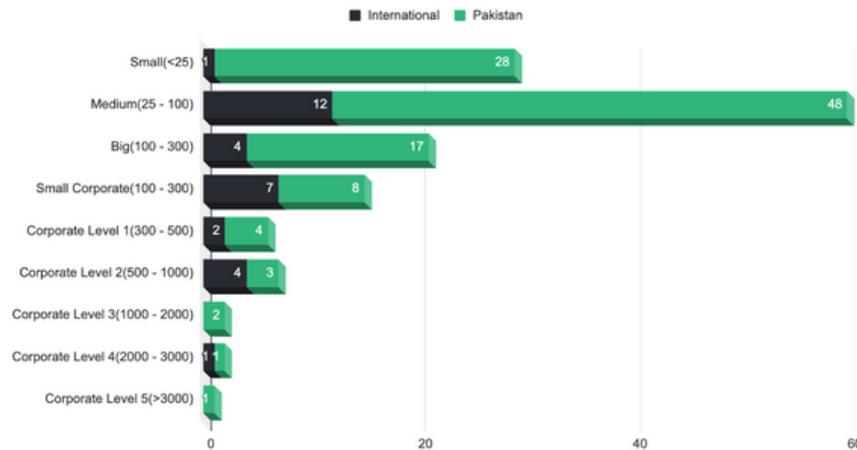


19.5% of the companies are a subsidiary office of a multinational company



Participating Companies' Overview

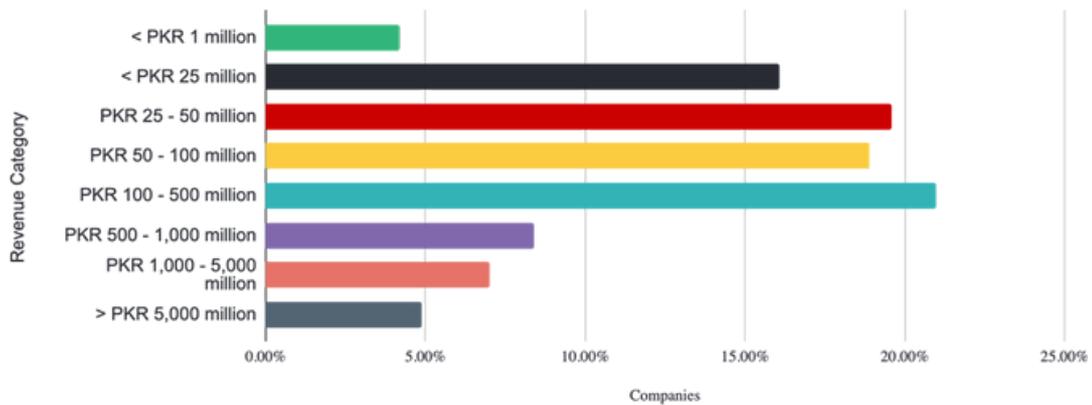
Average Team Size by HQ Location



Companies by Revenue Type

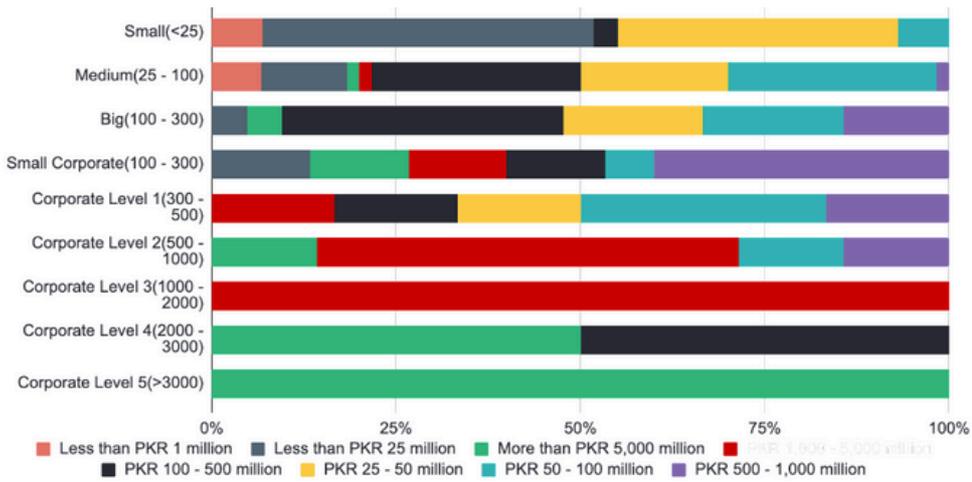


Revenue Categories of Participating Companies



Participating Companies' Overview

Company Revenue vs Company Size



Company Offering Category



Participating Companies' Overview

Business Area

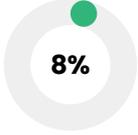


SALARY SURVEY 2023-24

SALARY BENCHMARKING HIGHLIGHTS

Salary Benchmarking Highlights

Salary Survey Report 2023-24 Statistics

 <p>38%</p>	<p>3,261+ Programmers 22% of Programmers are .NET Programmers.</p>
 <p>23%</p>	<p>1,958+ Other Technical Professionals 75% of technical professionals are Quality Assurance Professionals.</p>
 <p>31%</p>	<p>2,594+ Non-Technical Professionals 37% of non-technical professionals are BPO Customer Service Professionals.</p>
 <p>8%</p>	<p>717+ Management Professionals 59% of the technical management professionals are from software management.</p>



Salary Benchmarking Highlights

Salary Survey Report 2023-24 Statistics

 **3,566+**
Total Programmers

 711 .NET	 660 Software Architect	 338 MEAN/MERN/ Full Stack	 281 React Native/JS/ Vue JS/Angular	 235 Java Developer
 170 HTML Front End	 163 PHP/Laravel/ Codelgnitor/Yii	 112 Node	 102 Android Developer	 511 iOS Developer

Python | ETL Developer | Flutter | Unity | Ruby Developer | C++ Developer | MySQL Developer | BI Developer | Embedded Firmware Developer
Magento | Microsoft Dynamics AX | RPG | Delphi | Microsoft SharePoint | MSSQL Developer | R Developer | Swift Developer

 **1,958+**
Other Technical Professionals

 845 QA	 239 Graphics Designer	 233 Helpdesk/support Engineer	 151 DevOps Engineer	 127 Business Analyst/ Strategy Analyst
 99 Data Miner/Data Scientist/ Data Engineer	 97 Database & System Administrator	 72 Gaming & Animation	 69 Network Security	 18 Salesforce

CRM & ERP

 **2,594+**
Other NonTechnical
Professionals

 960 BPO Customer Service Professional	 343 Finance	 268 Human Resources	 249 Admin	 205 Operations
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Business Development / B2B Sales | Social Media Marketing/ SEO and SEM | Technical Writer/Content Creator | Research & Development
Content Developer

 **717+**
Technical Management Professionals

 430 Software Development Manager	 287 Project & Product Management
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Salary Benchmarking Highlights

Note: The average salary was provided by the industry and is not based on mathematical calculations

Technical

Technical Roles 0-1 Years

Data-related Technologies



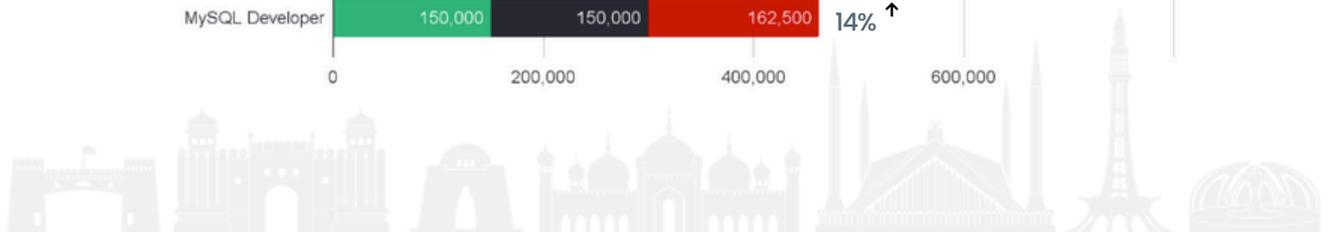
Technical Roles 1-3 Years

Data-related Technologies



Technical Roles 3-6 Years

Data-related Technologies

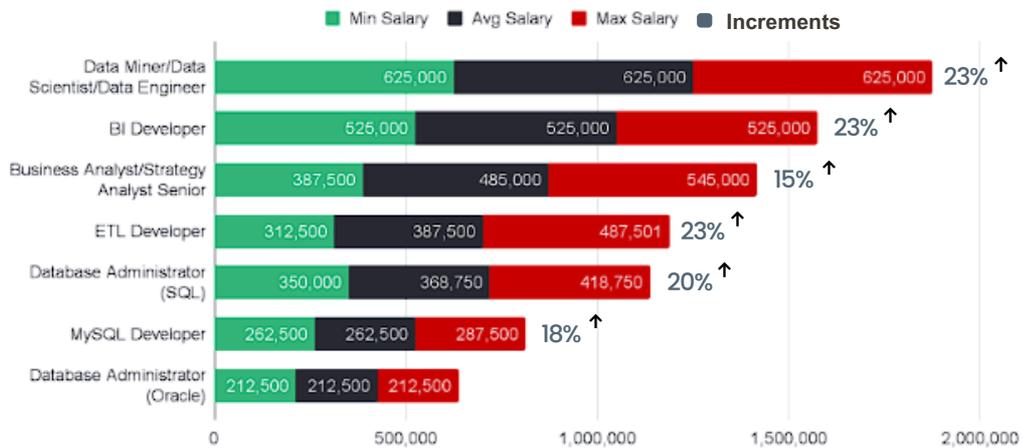


Salary Benchmarking Highlights

Technical Roles 6-9 Years Data-related Technologies



Technical Roles 9-12 Years Data-related Technologies



Technical Roles 12+ Years Data-related Technologies



Development Tools/Platforms

Technical Roles 0-1 Years
Development Tools/Platforms



Technical Roles 1-3 Years
Development Tools/Platforms



Technical Roles 3-6 Years
Development Tools/Platforms

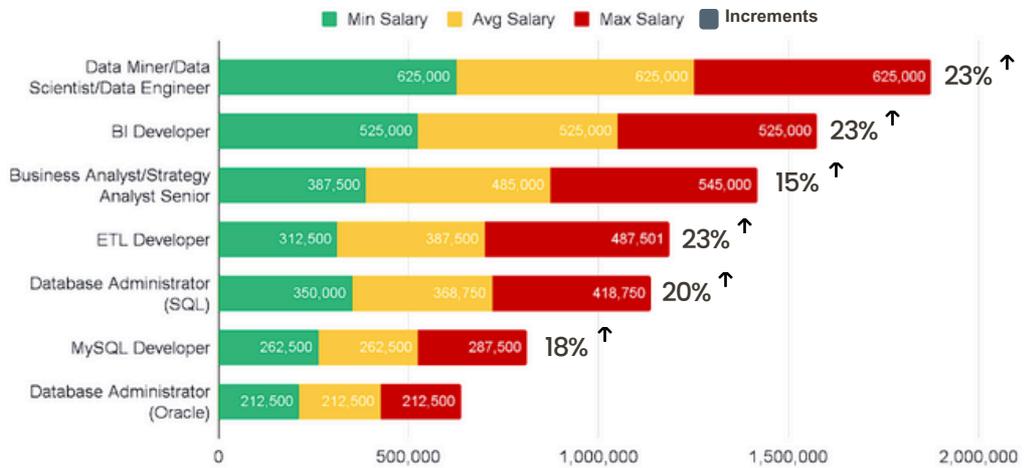


Development Tools/Platforms

Technical Roles 6-9 Years
Development Tools/Platforms



Technical Roles 9-12 Years
Data-related Technologies



Technical Roles 12+ Years
Development Tools/Platforms



Graphics/Design

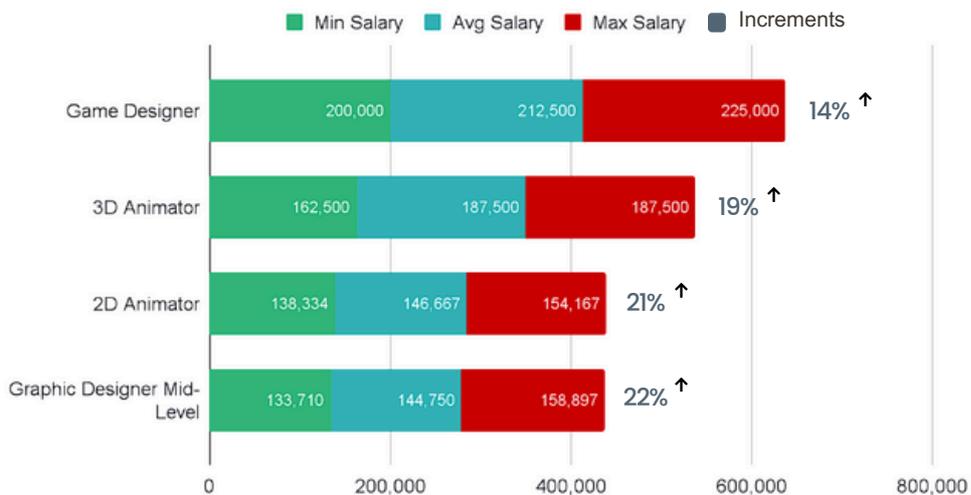
Technical Roles 0-1 Years Graphics/Design



Technical Roles 1-3 Years Graphics/Design:



Technical Roles 3-6 Years Graphics/Design



Graphics/Design

Technical Roles 6-9 Years Graphics/Design



Technical Roles 9-12 Years Graphics/Design



Technical Roles 12+ Years Graphics/Design



Programming Languages/Frameworks

Technical Roles 0-1 Years
Programming Languages/Frameworks



Technical Roles 1-3 Years
Programming Languages/Frameworks



Technical Roles 3-6 Years
Programming Languages/Frameworks



Programming Languages/Frameworks

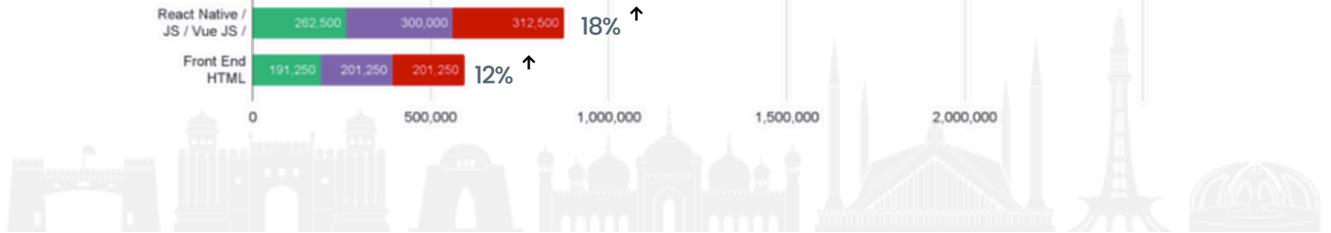
Technical Roles 6-9 Years
Programming Languages/Frameworks



Technical Roles 9-12 Years
Programming Languages/Frameworks



Technical Roles 12+ Years
Programming Languages/Frameworks



Quality Assurance/Automation

Technical Roles 0-1 Years

Quality Assurance/Automation



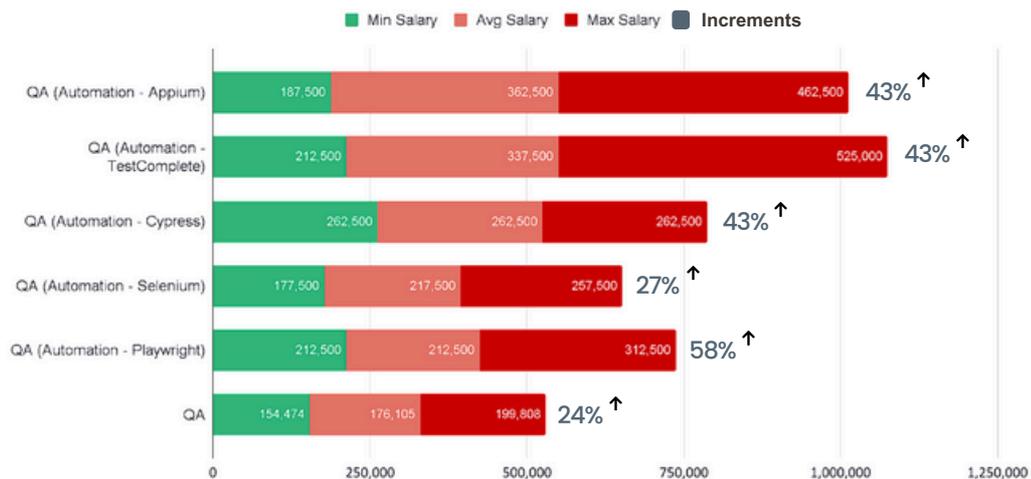
Technical Roles 1-3 Years

Quality Assurance/Automation



Technical Roles 3-6 Years

Quality Assurance/Automation



Quality Assurance/Automation

Technical Roles 6-9 Years
Quality Assurance/Automation



Technical Roles 9-12 Years
Quality Assurance/Automation



Technical Roles 12+ Years
Quality Assurance/Automation

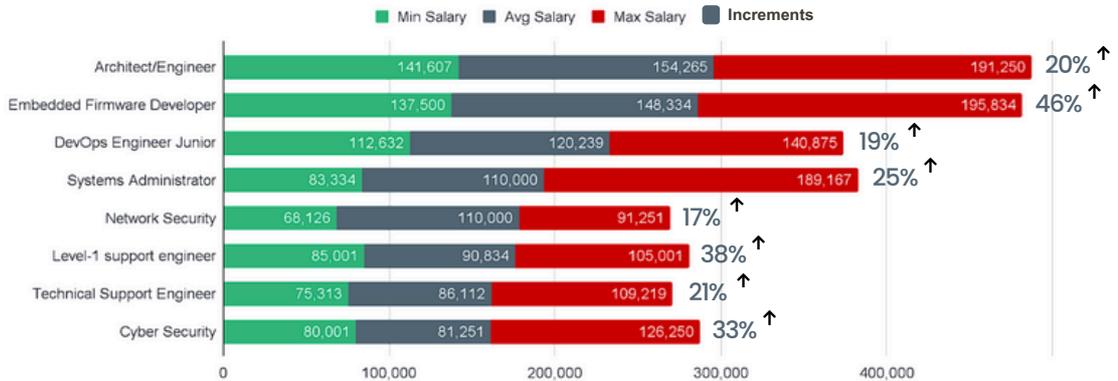


System Administration/Support

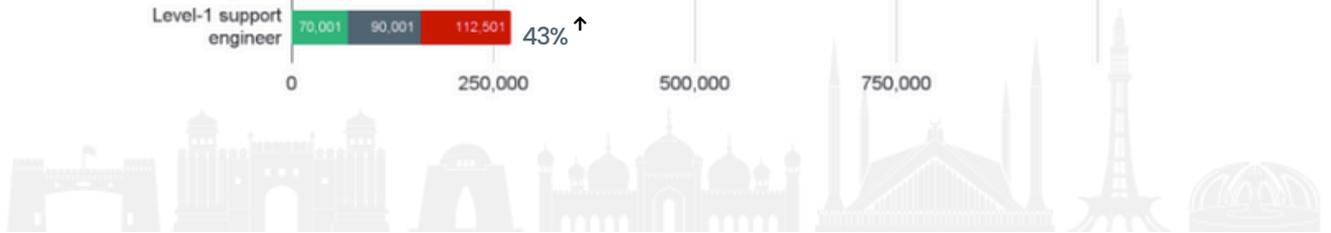
Technical Roles 0-1 Years
System Administration/Support



Technical Roles 1-3 Years
System Administration/Support



Technical Roles 3-6 Years
System Administration/Support



System Administration/Support

Technical Roles 6-9 Years
System Administration/Support



Technical Roles 9-12 Years
System Administration/Support



System Administration/Support

Technical Roles 12+ Years
System Administration/Support



Non Technical

Entry Level



Junior Level



Mid Level



Non Technical

Mid Senior Level



Senior Level



Managerial Role

Mid Level



Senior Level

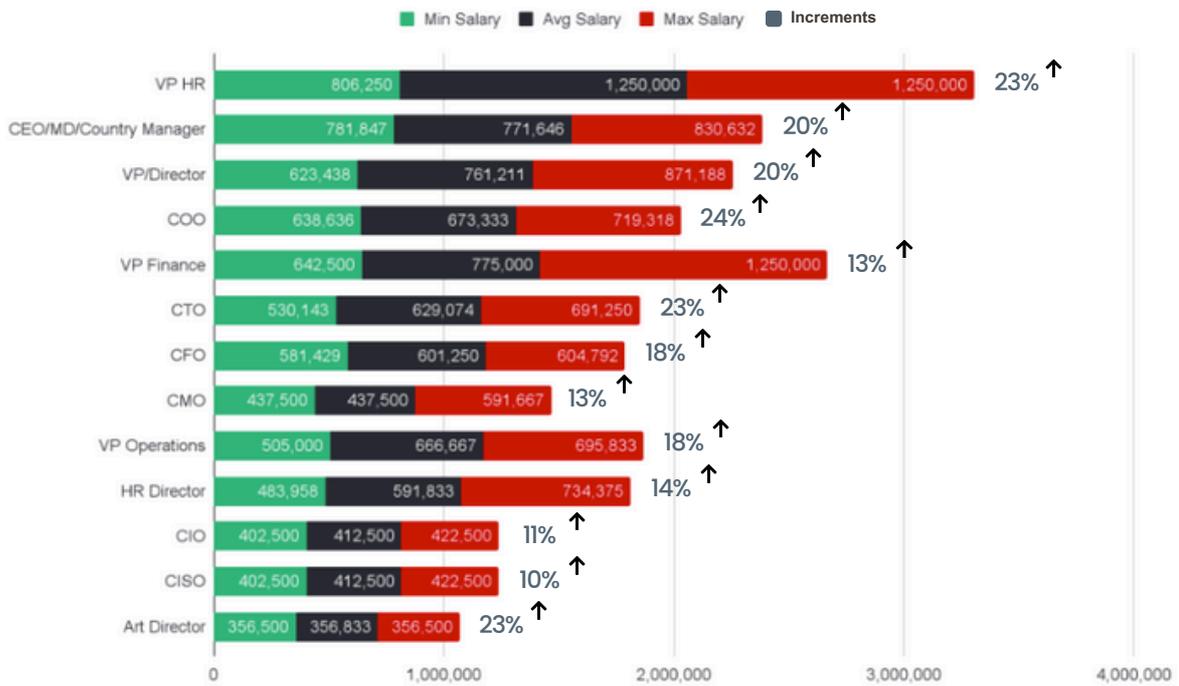


Experienced Level



Senior Management Roles

Senior Management Level



Note: The industry rarely hires CEOs; the salaries mentioned here may reflect those of Founder CEOs, in which case the averages might be lower than the actual.

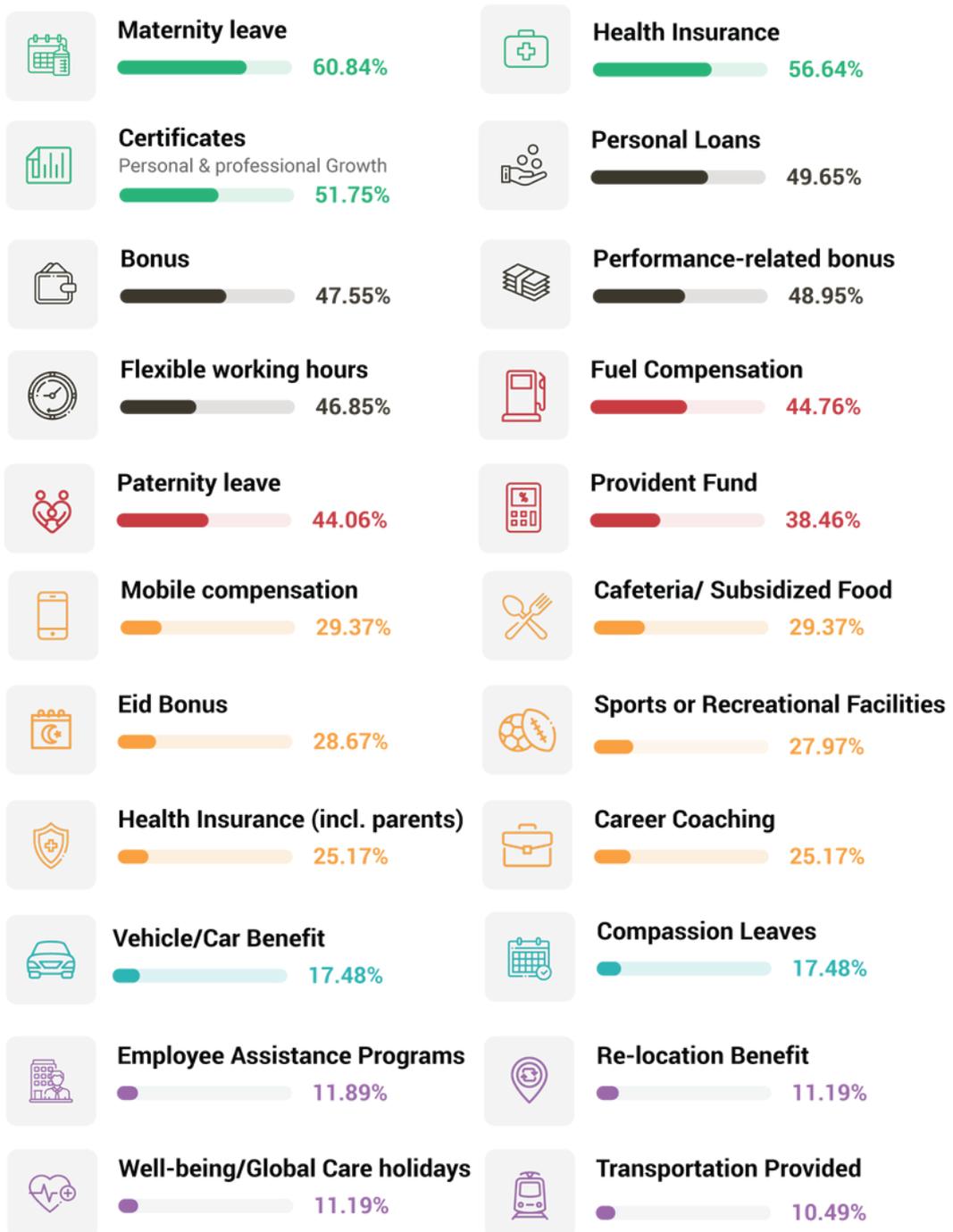


SALARY SURVEY 2023-24

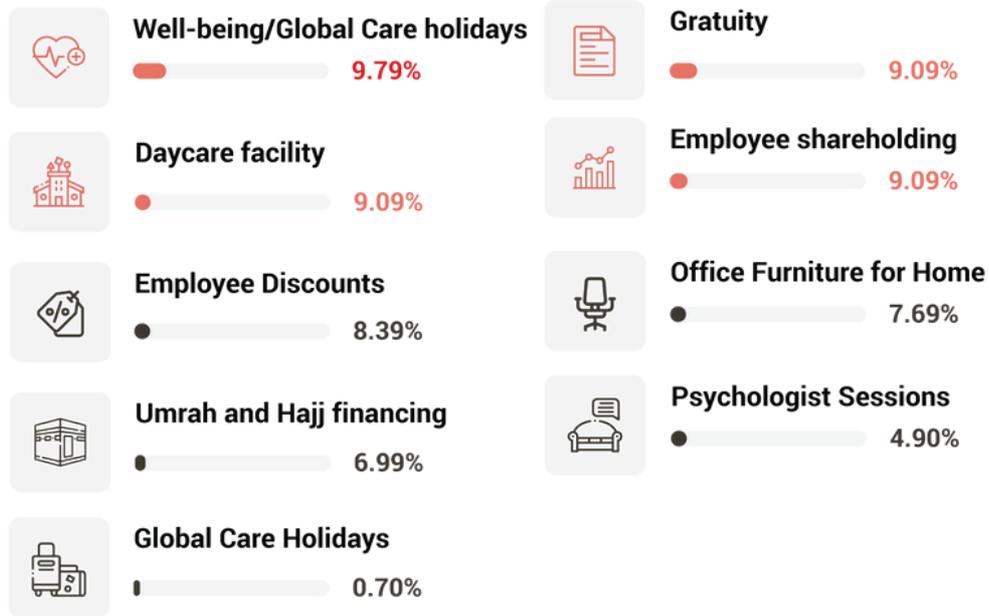
**BENEFITS
AND
PERKS**

General Incentives

The percentage displayed for benefits indicates the proportion of companies providing these benefits to their employees.



General Incentives



Other Benefits

-  Life Takaful
-  Leave Encashment
-  Bike Financing & Car financing
-  Employee Recognition Awards
-  Education Facility Program



General Incentives

Other Benefits

Laptop Retention

New Business Incentive

Female Common Room

High Inflation Allowance

Internet Allowance

Referral Bonus

Free Lunch

Profit Sharing

Advance Salary

Affiliate Partnership

EOBI

Marriage Leaves

Religious Leaves

Leaves Upto 3 Months

Work from Home

Hostel Facility Employee

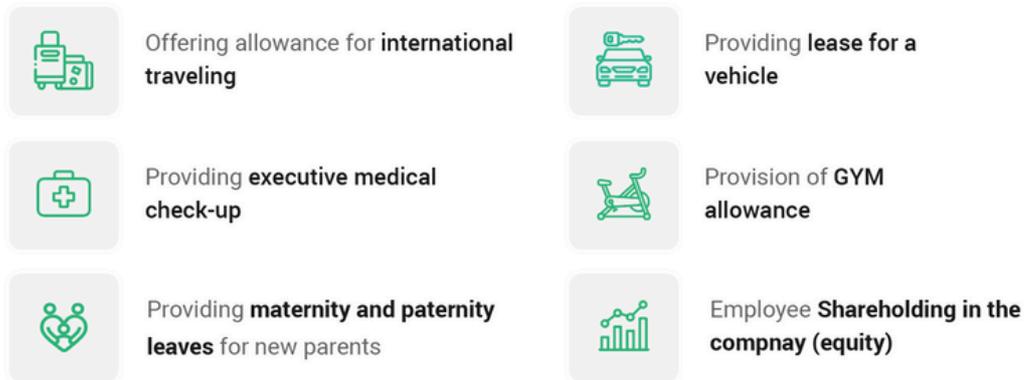
Marriage Gift

Child Birth Gift



Additional Benefits Provided to Senior Management

The frequency of most of the benefits was quite similar between benefits for employees and senior management. However, few benefits vary such as benefits like employee shareholding in the company (equity) was higher in senior management than other employees. Following is the overview of the type of benefits provided more to senior management only



Q.

Does your company practice long service awards?



Companies offering long service awards are medium-sized.



Regional Comparison of the General Benefits for Employees

There have been interesting variations in the provision of various perks and benefits for employees across regions. However, there are certain benefits whose frequency was consistent in various regions such as benefits like provision of fuel compensation for vehicles were higher in Karachi. Whereas psychologist sessions were provided at the same frequency in Islamabad and Lahore sessions. Though the frequency of provision of Umrah and Hajj financing was observed the same in all three Regions. Let's have a closer look at the provision of benefits in which few Regions have an edge over others.



Islamabad Region

Provision of following benefits was higher in the Islamabad Region as compared to other regions



Certificates (Personal and Professional Growth)



Provision of **health insurance** (Individual + Spouse + Children + parents)



Offering **performance-based bonuses**



Providing festival bonuses (**Eid bonus**) to the employee



Providing **maternity and paternity leaves** for new parents



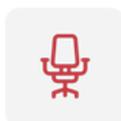
Providing **cafeteria/ Subsidized food**



Provision of **sports or recreational facilities** at the workplace



Umrah and Hajj financing



Providing **office furniture for home usage**



Arranging **psychologist sessions for the employees**



Offering **employee assistance programs**



Providing **well-being/Global care holidays**



Arranging **career coaching** facilities for employees



Regional Comparison of the General Benefits for Employees



Karachi Region

Provision of following benefits was higher in the Karachi Region as compared to other regions



Providing **relocation benefits** to the employees



Providing **service facility for vehicle**



Providing **transportation facilities** to employees



Providing **fuel compensation** for the vehicle



Provision of **personal loans**



Lahore Region

Provision of following benefits was higher in the Karachi Region as compared to other regions



Offering **gratuity** to employees



Availability of **daycare facility** for working parents



Offering employee shareholding in the company (**equity**)



Providing **mobile allowance** along with **internet facility**



Provision of **personal loans**



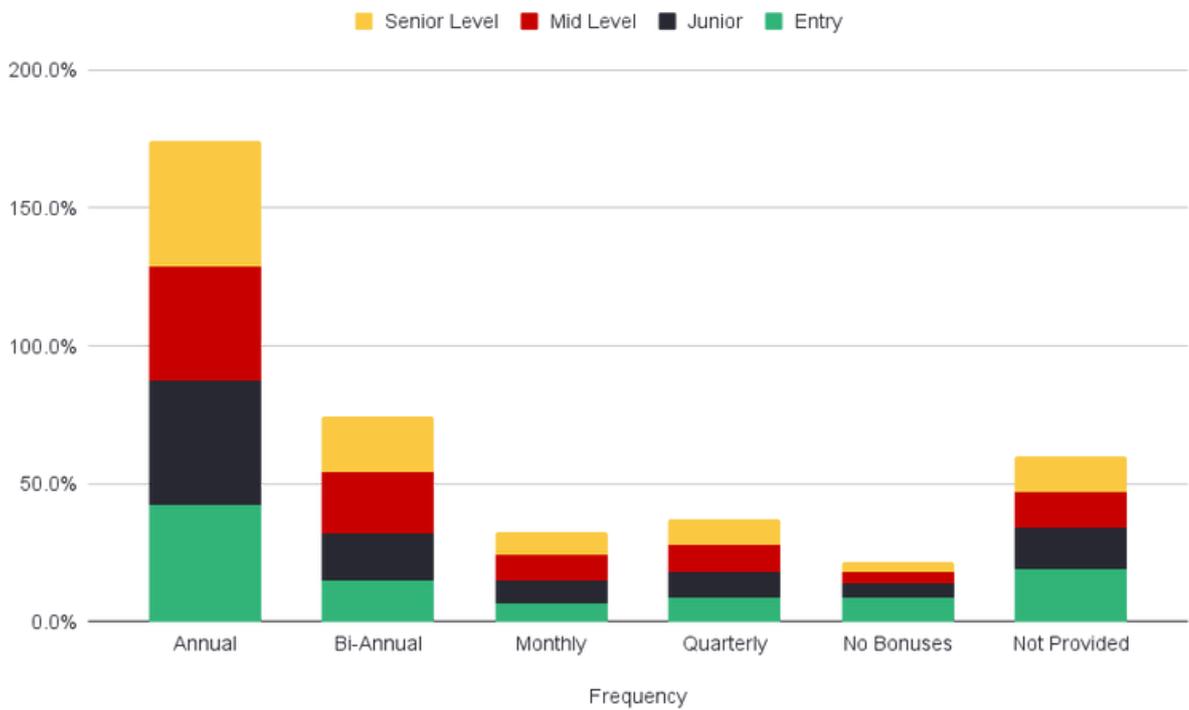
Arranging **psychologist sessions** for the employees



Benefits and Perks

Bonus Frequency

The frequency of bonuses varies for each employee level.

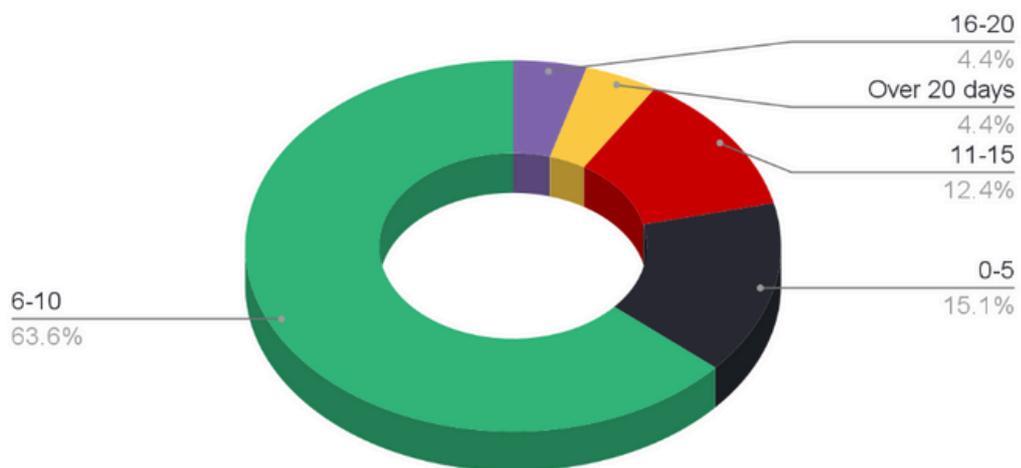


Benefits and Perks

Two types of leaves are more common in all companies in the IT & ITeS Industry namely, sick leaves and casual leaves, though their frequency varies from company to company

Sick Leaves

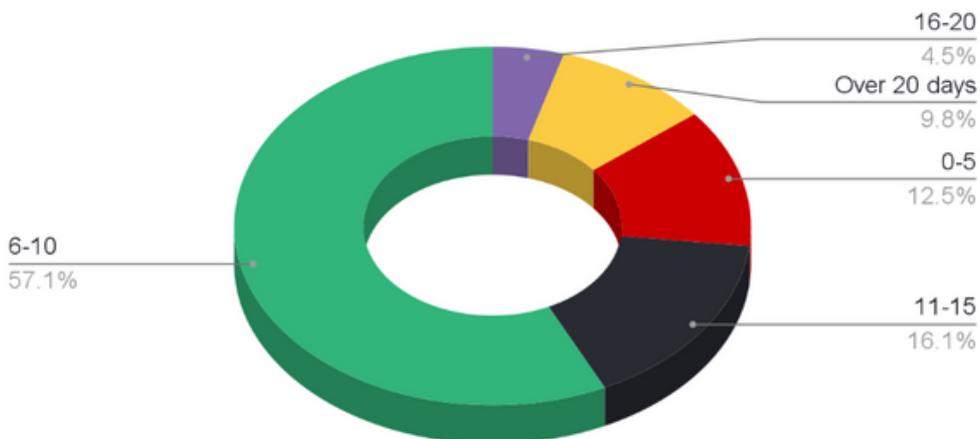
No. of Sick Leaves/Year



- Most of the companies offering 0-5 days' sick leaves are medium-sized.
- Companies offering 6-10- sick leaves are mostly medium-sized big-sized and small-sized

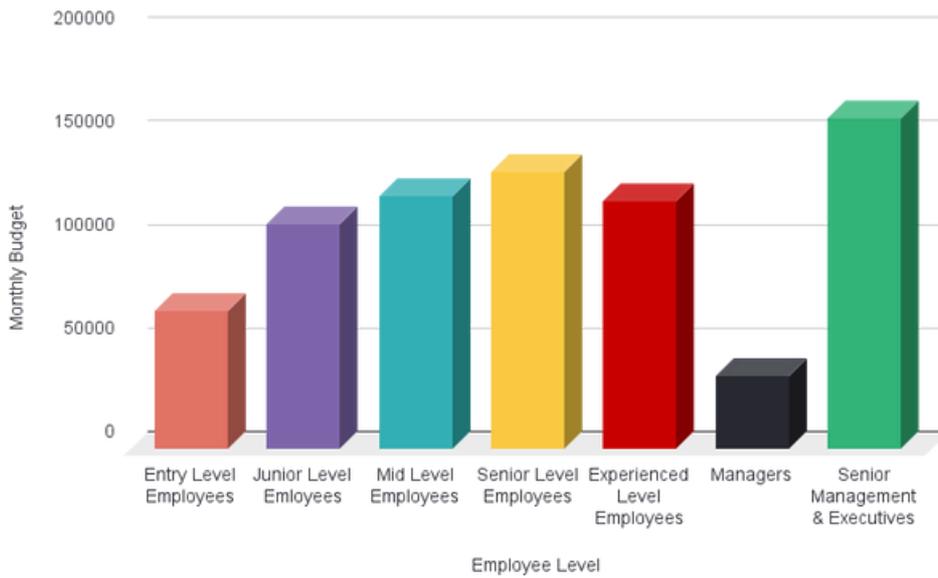
Casual Leaves

No. of Casual Leaves/Year



Benefits and Perks

Monthly Budget

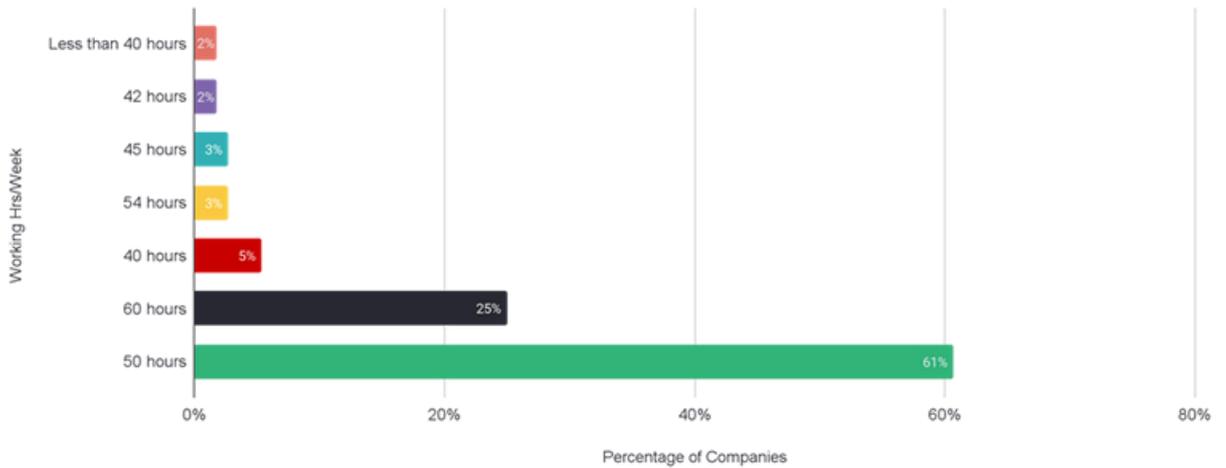


The graph shows the monthly budget allocated for the employee benefits based on the level of seniority.

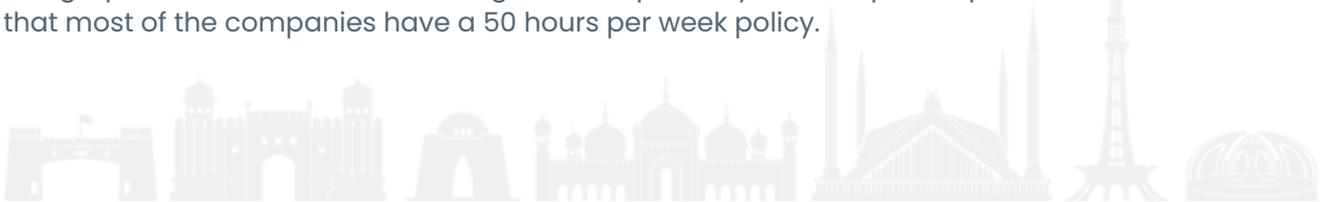
Note: discrepancy in the monthly budget for managers is due to the lack of data provided by survey respondents

Working hours

Benefits & Incentives
No. of Working Hrs/Week



The graph shows the number working hours required by the companies per week. Data shows that most of the companies have a 50 hours per week policy.

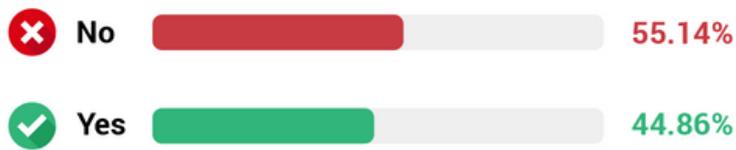


Benefits and Perks

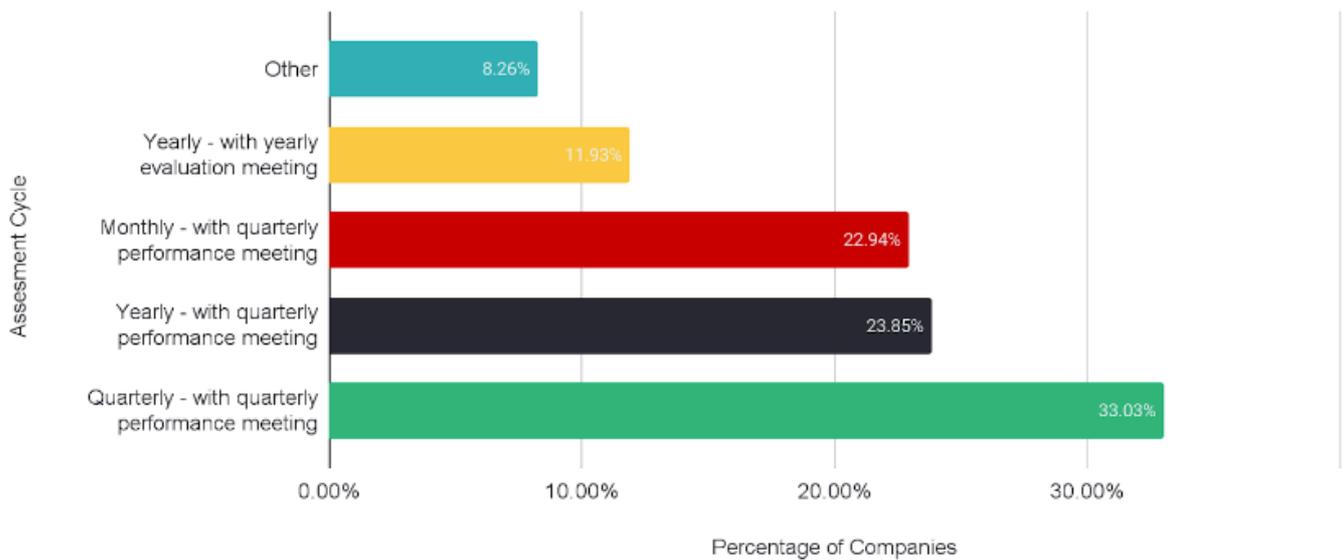
Overtime

Q.

Does your company pay employees for working Overtime?



Assessment cycle

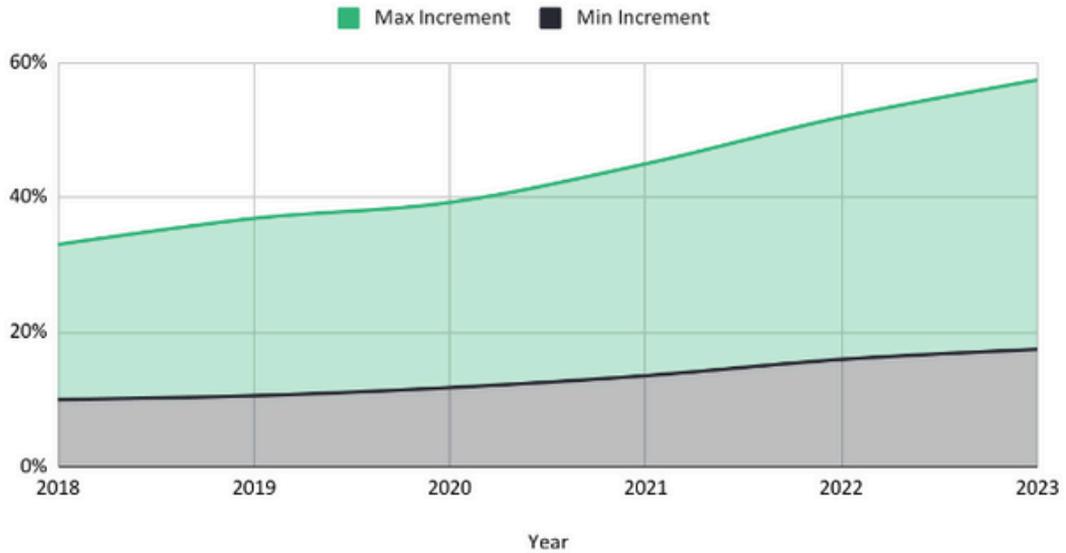


SALARY SURVEY 2023-24

OVERALL INCREMENT TREND

Increments

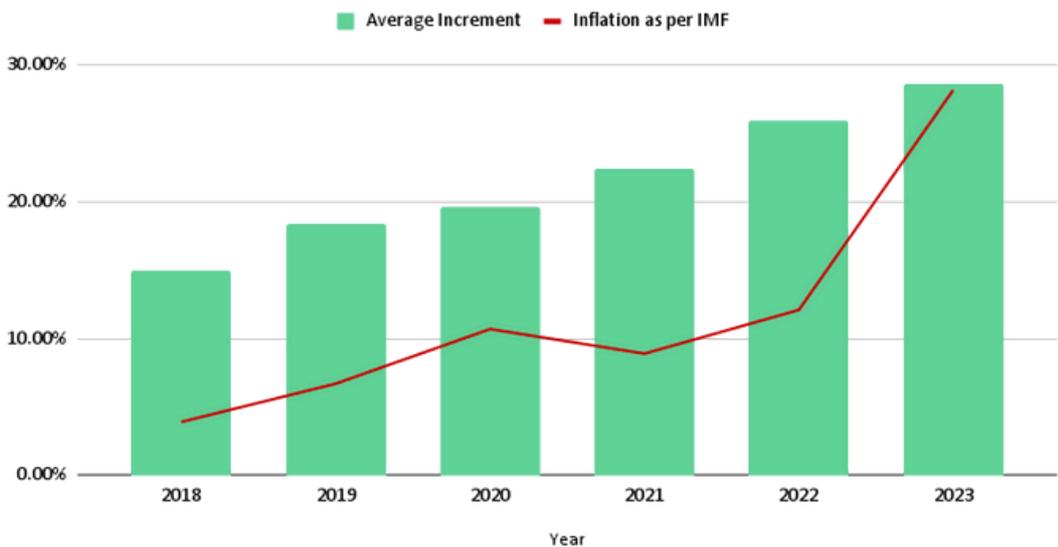
Minimum and Maximum Increments



There has been a rise in increments but if we take a closer look the minimum increments haven't seen a significant rise however the upper limit of the increments has increased at a better rate over the years.

Increment vs Inflation as per IMF

Source : https://www.imf.org/external/datamapper/PCPIPCH@WEO/WEO_WORLD/PAK



Reasons for allocation of higher increment than previous year

- 11% because of lack of experienced resources in market
- 25% because of business expansion
- 71% to ensure employee retention
- 20% other



Increments

Deciding Factors for Higher Salaries



Lack of skilled resources

23%

23% of companies indicated skillset or lack of availability of relevant skilled resources is the biggest and most important factor in deciding for a higher salary.



Prior experience

17%

17% of companies prefer the prior experience and consider it as a deciding factor for a higher salary than national average.



Prior/Current Salary

12%

12% of companies consider the prior/current salary of the candidate in deciding on a higher salary.



Reputable University (Pakistan)

10%

10% of companies give preference to the reputable Pakistani universities for deciding higher salaries than the national average.



International certifications

6%

6% of companies consider international certifications as an important parameter in deciding higher salary than the industry.



Higher education (MS or Ph.D.)

4%

4% of companies give preference to the candidate with higher education (MS or Ph.D.) as the deciding factor for higher salary.



Reputable university (outside Pakistan)

4%

4% companies give preference to the reputable foreign universities for deciding higher salary.



Exceptional performance

24%

24% companies give preference to the candidates with exceptional performance as a deciding factor for a higher salary.



SALARY SURVEY 2023-24

EMPLOYEE TURNOVER

Employee Turnover

On a scale of 1 to 10 how important is employee retention as a concern for your organization?

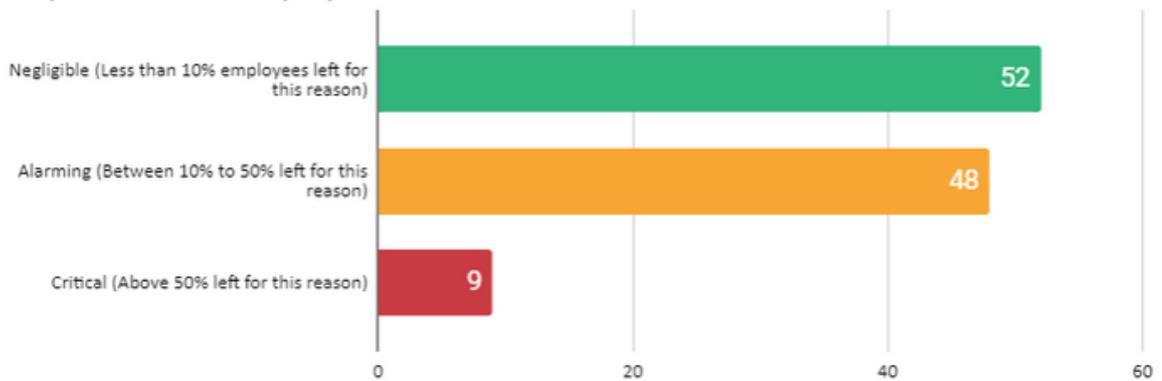


Nearly 80 percent of the respondents ranked employee turnover as an extremely important concern (8 and higher) for their organizations.

Q. Did you have to give higher increments during this year to retain employees?



Companies where employees have left for remote work

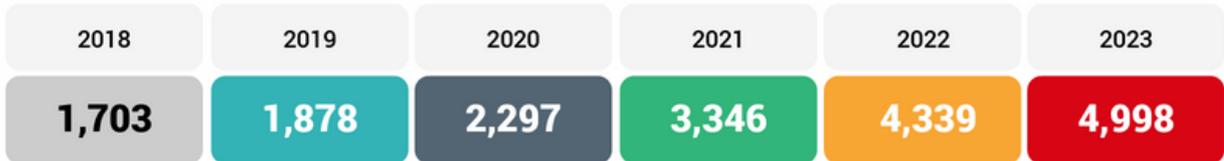


Employee Turnover

Percentage of Employees leaving per year across Pakistan

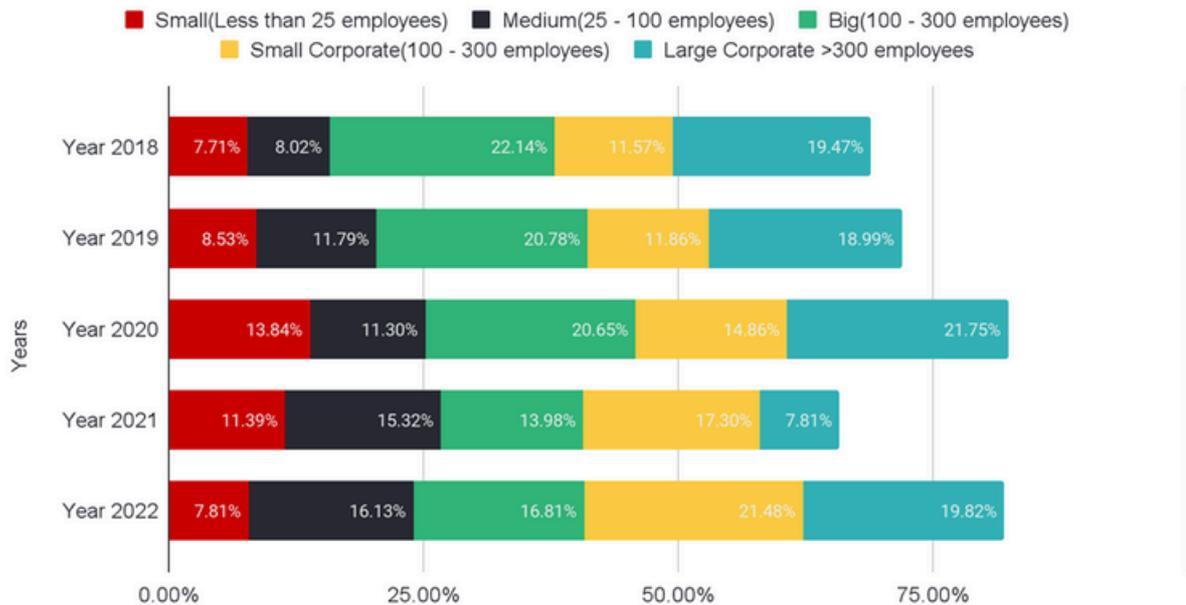


2023 has been the worst year for the employee retention, and a significant increase has been observed within past years. This section includes the data across all participating companies.



Monthly Employee Turnover in Pakistan by Company Size

The overview of employees leaving across Pakistan according to the provided data is below:

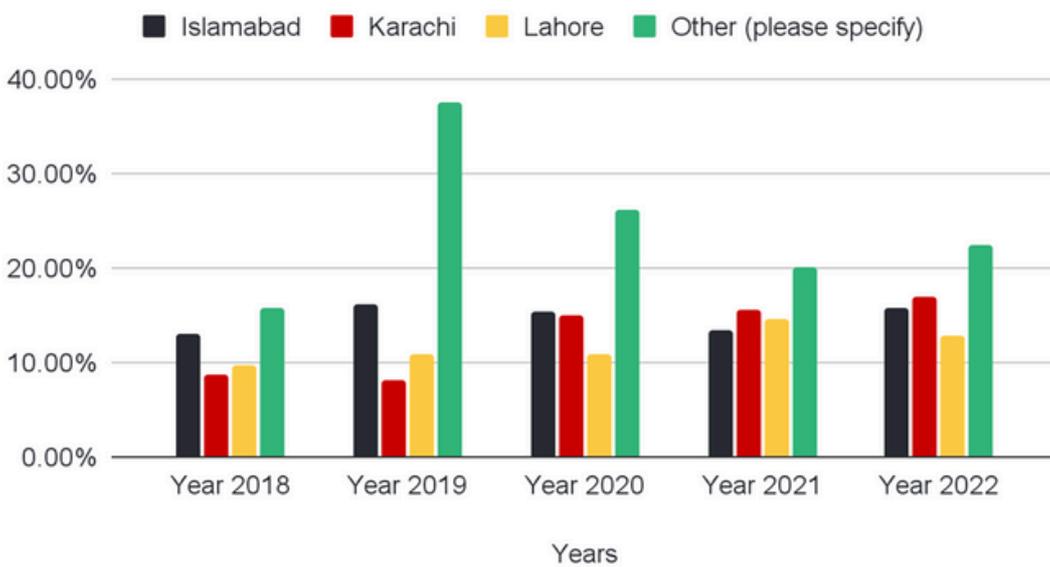


Employee Turnover

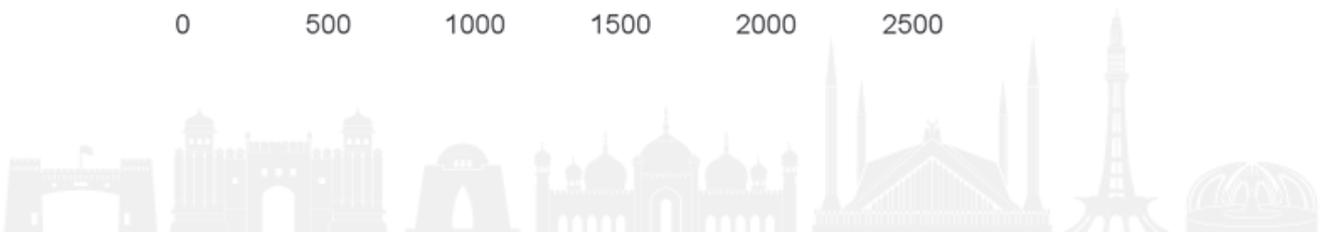
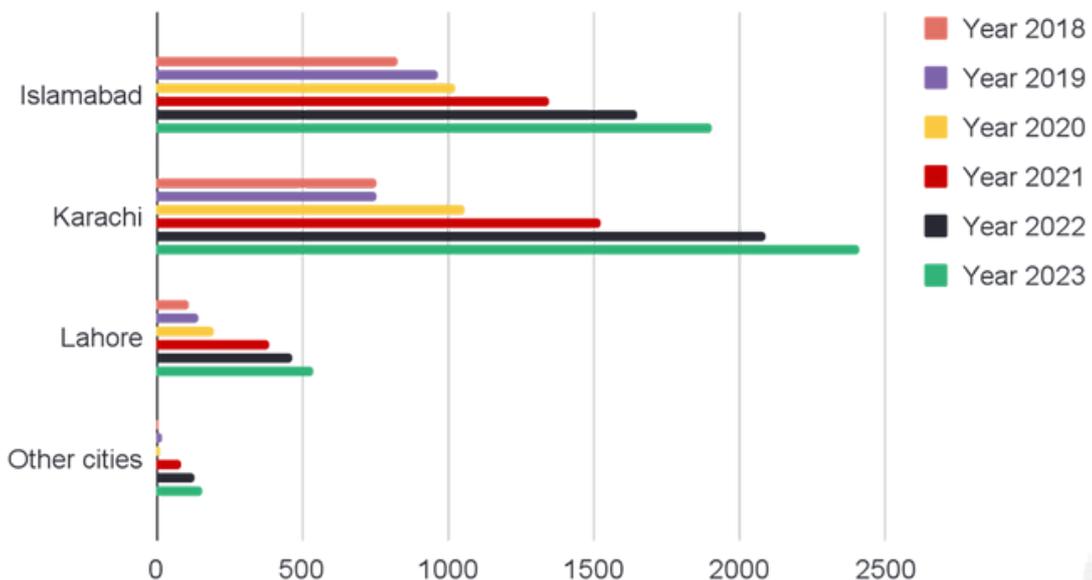
Employee Turnover Rate (%) by Company Location

Employee turnover rate is highest for companies in other regions of Pakistan, whereas companies in Lahore have lowest employee turnover rate on average per year.

Islamabad, Karachi, Lahore and Other (please specify)

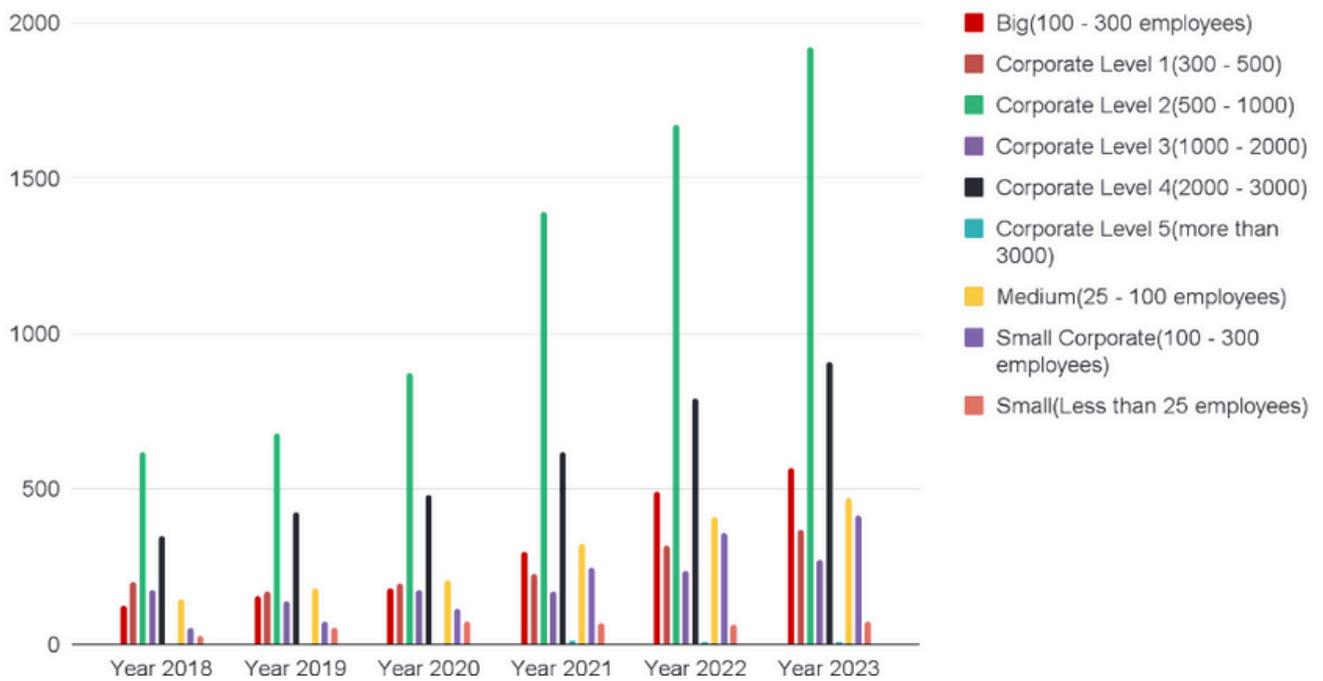


Annual Employee Turnover across Cities



Employee Turnover

Reason		2018	2019	2020	2021	2022
1	Personal reason	Somewhat a reason	Somewhat a reason	Somewhat a reason	Somewhat a reason	Somewhat a reason
2	Change of role	Somewhat a reason	Not a reason	Not a reason	Somewhat a reason	Not a reason
3	Moving out of country	Somewhat a reason	Somewhat a reason	Somewhat a reason	Somewhat a reason	Biggest Reason
4	Better salary package	Biggest Reason	Biggest Reason	Somewhat a reason	Biggest Reason	Biggest Reason
5	Working for a remote job / flexible timing	Not a reason	Not a reason	Somewhat a reason	Somewhat a reason	Somewhat a reason
6	Starting a start-up/getting equity in other company	Not a reason	Not a reason	Not a reason	Somewhat a reason	Not a reason



SALARY SURVEY 2023-24

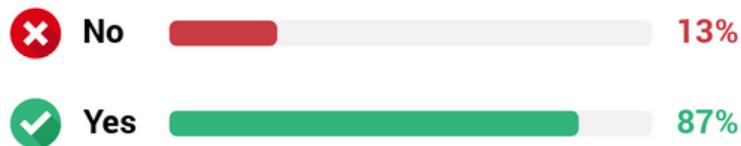
**EMPLOYEE
ENABLEMENT &
TRAINING**

Sector-Specific Observations

Employee Enablement

Q.

Do you offer enablement opportunities for your employees?



Q.

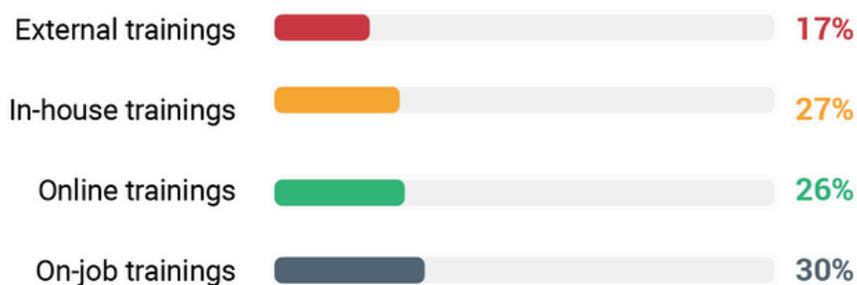
Do you offer enablement opportunities for your employees?

by Company Location



Q.

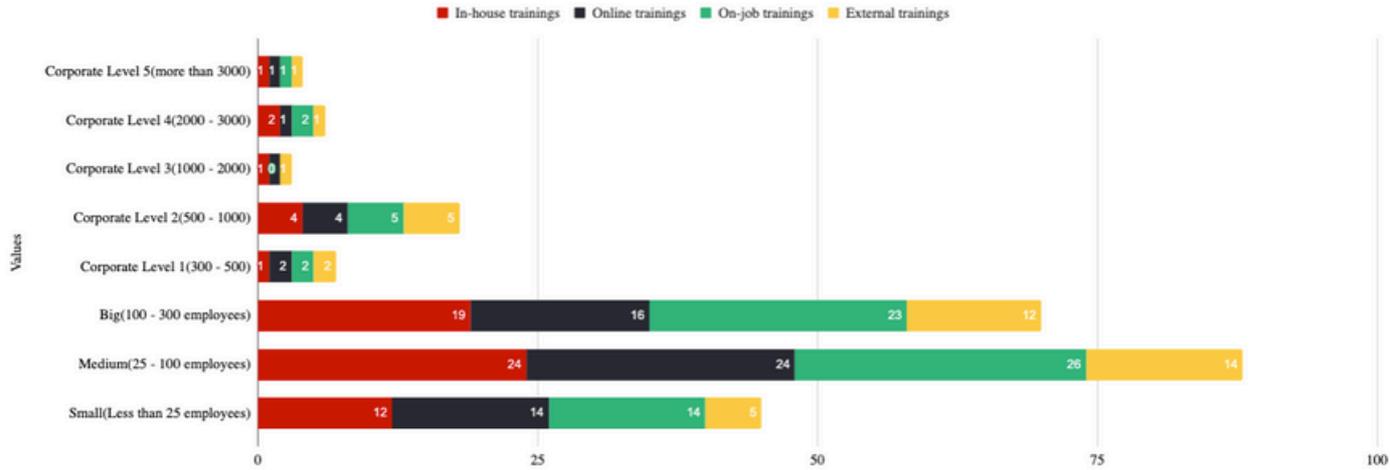
Which enablement opportunities does your company offer?



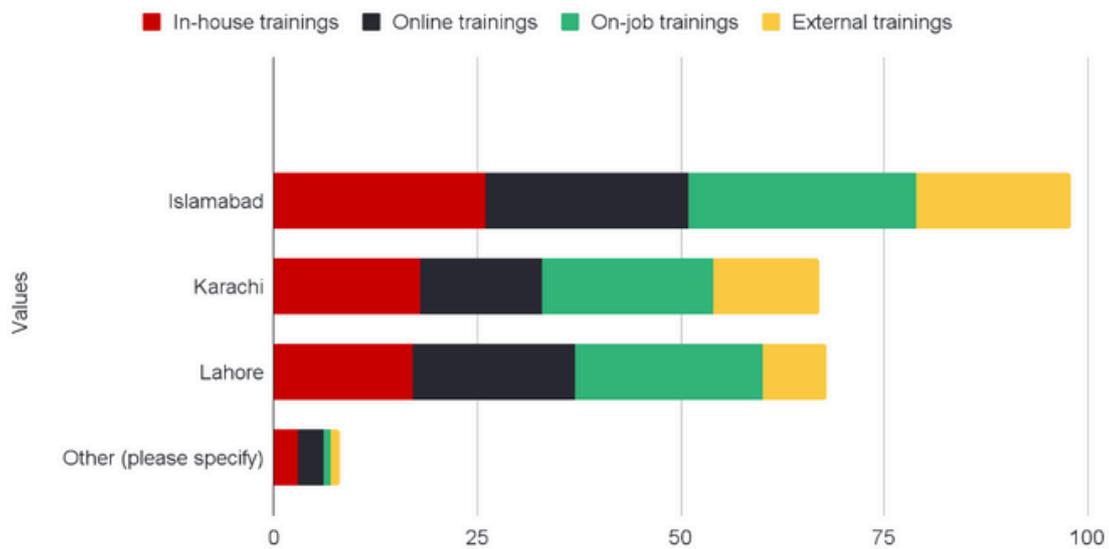
Sector-Specific Observations

Employee Enablement

Enablement Opportunities - Company Size Based Comparison



Enablement Opportunities
Region Wise Comparison

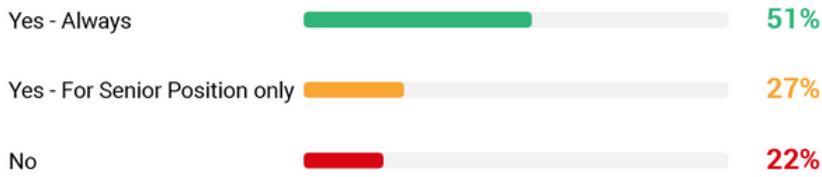


Sector-Specific Observations

Employee Enablement

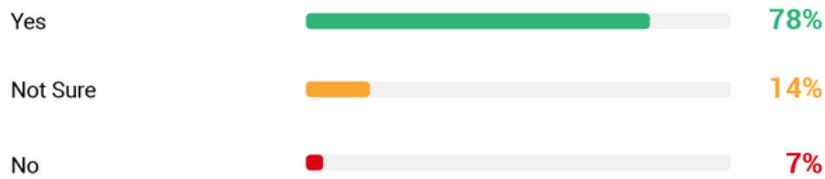
Q.

Does your company perform background/reference checks of employees in the hiring process?



Q.

Would you be interested in P@SHA coming up with a grievance portal for companies to report employees who did not honor contracts or for employee verification?



SALARY SURVEY 2023-24

UNIVERSITY RANKINGS

University Ranking

On the bases of salaries higher than national benchmark

Nationwide

According to the data by **155** companies, these universities are considered top **10** for offering higher salary than national benchmark.

Rank	Votes	Top 10 Universities for Offering Higher Salary
1	 13%	NUCES-FAST (National University of Computer & Emerging Sciences) 
2	 13%	NUST (National University of Sciences & Technology) 
3	 12%	LUMS (Lahore University of Management Sciences) 
4	 7%	IBA (Institute of Business Administration) 
5	 6%	GIKI (Ghulam Ishaq Khan Institute of Engineering Sciences and Technology) 
5	 5%	UET (University of Engineering and Technology) 
7	 4%	BU (Bahria University) 
8	 3%	NED (NED University of Engineering and Technology) 
9	 3%	SZABIST (Shaheed Zulfikar Ali Bhutto Institute of Science and Technology) 
10	 3%	PUCIT (Punjab University College of Information Technology) 
10	 2%	SSUET (Sir Syed University of Engineering and Technology) 

Additional feedback from companies while ranking universities on the basis of their preference for a higher salary: University Ranking for Higher Salary

- It solely depends upon the candidate, not the institute
- Will give equal preference to all universities
- We preferred to look for people with experiences irrespective of which university they have attended
- We would like to pay higher than the benchmark to foreign graduates
- The quality of work takes preference over the university/institute



University Ranking

On the bases of salaries higher than national benchmark

Islamabad

1	NUST (National University of Sciences & Technology)	
2	NUCES-FAST (National University of Computer & Emerging Sciences)	
3	LUMS (Lahore University of Management Sciences)	
4	COMSATS	
5	BU (Bahria University)	
6	GIKI (Ghulam Ishaq Khan Institute of Engineering Sciences & Technology)	
7	IBA (Institute of Business Administration)	
8	PMAS AAUR (Pir Mehr Ali Shah Arid Agriculture University)	
9	IIU (International Islamic University)	
10	UET (University of Engineering and Technology)	

Karachi

1	IBA (Institute of Business Administration)	
2	NUCES-FAST (National University of Computer & Emerging Sciences)	
3	SSUET (Sir Syed University of Engineering and Technology)	
4	NED (NED University of Engineering and Technology)	
5	SZABIST (Shaheed Zulfikar Ali Bhutto Institute of Science and Technology)	
6	NUST (National University of Sciences & Technology)	
7	LUMS (Lahore University of Management Sciences)	
8	GIKI (Ghulam Ishaq Khan Institute of Engineering Sciences and Technology)	
9	BU (Bahria University)	
10	UBIT (Umaer Basha Institute of Information Technology)	

Lahore

1	LUMS (Lahore University of Management Sciences)	
2	NUST (National University of Sciences & Technology)	
3	NUCES-FAST (National University of Computer & Emerging Sciences)	
4	UET (University of Engineering and Technology)	
5	COMSATS	
6	PUCIT (Punjab University College of Information Technology)	
7	GIKI (Ghulam Ishaq Khan Institute of Engineering Sciences and Technology)	
8	GCU (Government College University Lahore)	
9	UMT (University of Management & Technology)	
10	IBA (Institute of Business Administration)	

University Ranking

On the bases of Research and Innovation

Nationwide

According to the data by **155** companies, these universities are considered top **10** for **research and innovation**.

Rank	Votes	Top 10 Universities for Research & Innovation
1	13%	NUST (National University of Sciences & Technology)
2	12%	NUCES-FAST (National University of Computer & Emerging Sciences)
3	10%	LUMS (Lahore University of Management Sciences)
4	7%	IBA (Institute of Business Administration)
5	6%	GIKI (Ghulam Ishaq Khan Institute of Engineering Sciences and Technology)
6	5%	NED (NED University of Engineering and Technology)
7	4%	UET (University of Engineering and Technology)
8	3%	BU (Bahria University)
9	3%	SZABIST (Shaheed Zulfikar Ali Bhutto Institute of Science and Technology)
10	3%	UoK (University of Karachi)

Additional feedback from companies while ranking universities on the basis of their preference for a higher salary: University Ranking for Higher Salary

- It solely depends upon the candidate, not the institute
- Will give equal preference to all universities
- We preferred to look for people with experiences irrespective of which university they have attended
- We would like to pay higher than the benchmark to foreign graduates
- The quality of work takes preference over the university/institute



University Ranking

On the bases of Research and Innovation



Islamabad

1	NUST (National University of Sciences & Technology)	
2	NUCES-FAST (National University of Computer & Emerging Sciences)	
3	LUMS (Lahore University of Management Sciences)	
4	IBA (Institute of Business Administration)	
5	COMSATS	
6	BU (Bahria University)	
7	UET (University of Engineering and Technology)	
8	MAJU (Muhammad Ali Jinnah University)	
9	GIKI (Ghulam Ishaq Khan Institute of Engineering Sciences & Technology)	
10	QUA (Quaid-i-Azam University)	



Karachi

1	IBA (Institute of Business Administration)	
2	NUCES-FAST (National University of Computer & Emerging Sciences)	
3	NUST (National University of Sciences & Technology)	
4	NED (NED University of Engineering and Technology)	
5	UoK (University of Karachi)	
6	SZABIST (Shaheed Zulfikar Ali Bhutto Institute of Science and Technology)	
7	LUMS (Lahore University of Management Sciences)	
8	SSUET (Sir Syed University of Engineering and Technology)	
9	GIKI (Ghulam Ishaq Khan Institute of Engineering Sciences and Technology)	
10	IU (Iqra University)	



Lahore

1	NUCES-FAST (National University of Computer & Emerging Sciences)	
2	NUST (National University of Sciences & Technology)	
3	LUMS (Lahore University of Management Sciences)	
4	COMSATS	
5	PUCIT (Punjab University College of Information Technology)	
6	GIKI (Ghulam Ishaq Khan Institute of Engineering Sciences and Technology)	
7	UET (University of Engineering and Technology)	
8	UCP (University of Central Punjab)	
9	UMT (University of Management & Technology)	
10	NED (NED University of Engineering and Technology)	

University Ranking

On the bases of number of employees

Nationwide

According to the data by **155** companies, these universities are considered top **10** for **number of employees**.

Rank	Top 10 Universities on Number of Employees	
1	COMSATS	
2	BU (Bahria University)	
3	AU (Air University)	
4	FUUAST (Federal Urdu University of Arts, Sciences & Technology)	
5	FCC (Forman Christian College)	
6	NUCES-FAST (National University of Computer & Emerging Sciences)	
7	NUST (National University of Sciences & Technology)	
8	GIKI (Ghulam Ishaq Khan Institute of Engineering Sciences and Technology)	
9	FUI (Foundation University, Islamabad)	
10	GCU (Government College University Lahore)	



University Ranking

On the bases of number of employees

Islamabad

1	COMSATS	
2	AU (Air University)	
3	BU (Bahria University)	
4	NUST (National University of Sciences & Technology)	
5	IIU (International Islamic University)	
6	NUCES-FAST (National University of Computer & Emerging Sciences)	
7	FUUAST (Federal Urdu University of Arts, Sciences & Technology)	
8	FUI (Foundation University, Islamabad)	
9	GIKI (Ghulam Ishaq Khan Institute of Engineering Sciences and Technology)	
10	IBA (Institute of Business Administration)	

Karachi

1	BU (Bahria University)	
2	IU (Iqra University)	
3	FUUAST (Federal Urdu University of Arts, Sciences & Technology)	
4	IBA (Institute of Business Administration)	
5	COMSATS	
6	NED (NED University of Engineering and Technology)	
7	UoK (University of Karachi)	
8	GIKI (Ghulam Ishaq Khan Institute of Engineering Sciences and Technology)	
9	SSUET (Sir Syed University of Engineering and Technology)	
10	FCC (Forman Christian College)	

Lahore

1	COMSATS	
2	FCC (Forman Christian College)	
3	FUUAST (Federal Urdu University of Arts, Sciences & Technology)	
4	GCU (Government College University Lahore)	
5	BU (Bahria University)	
6	AU (Air University)	
7	NUCES-FAST (National University of Computer & Emerging Sciences)	
8	ITU (Information Technology University)	
9	LUMS (Lahore University of Management Sciences)	
10	GIKI (Ghulam Ishaq Khan Institute of Engineering Sciences and Technology)	

SALARY SURVEY 2023-24

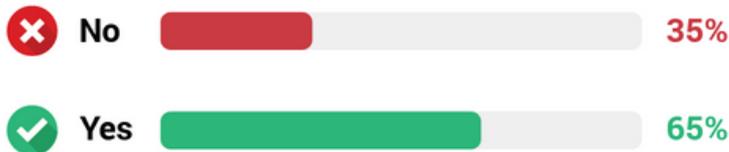
**WOMEN
IN
TECHNOLOGY**

Women in Technology

In recent years, the notion of "women in technology" has shifted from a distant dream to a tangible reality. This transformation is attributed to the collective endeavors of policymakers, activists, politicians, researchers, practitioners, and industry pioneers. Despite notable progress, there is still considerable ground to cover in rectifying the gender disparity pervasive in the IT and ITeS domains. Let's examine how companies are responding when asked about establishing gender equilibrium within their workforce.

Q.

Do you practice a strategy to maintain gender balance in your work force?

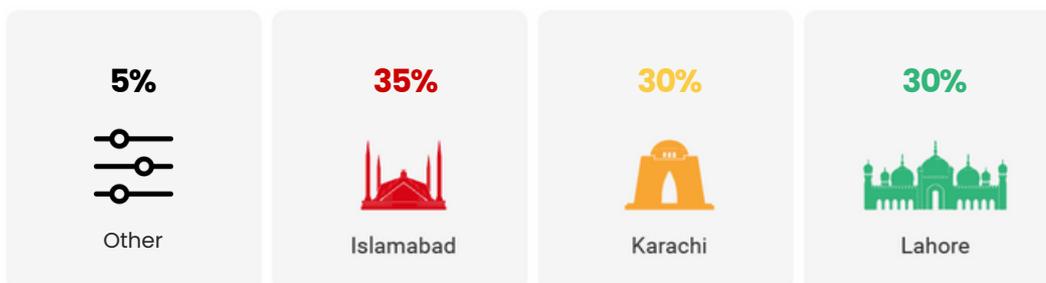


Q

Interesting facts about companies practicing gender balance strategies

- ◉ **Islamabad Region** had a majority of such companies who claimed to practice gender balance strategies
- ◉ **18% nationwide** Gender Diversity Ratio
- ◉ **Other cities** where there was a small representation (9 companies) have an even higher diversity ratio at 27%

Practising Gender Diversity Strategies

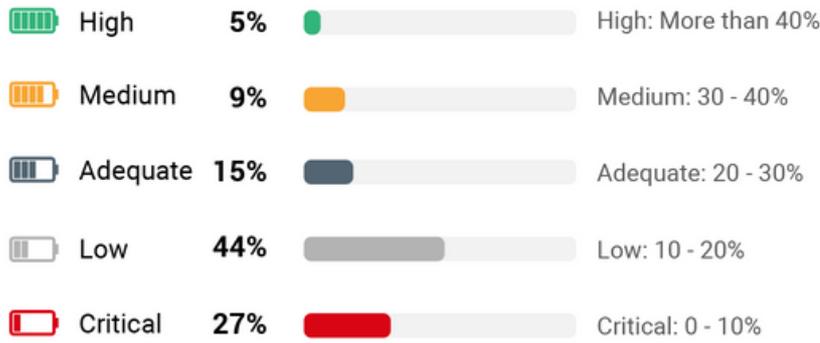


Women in Technology

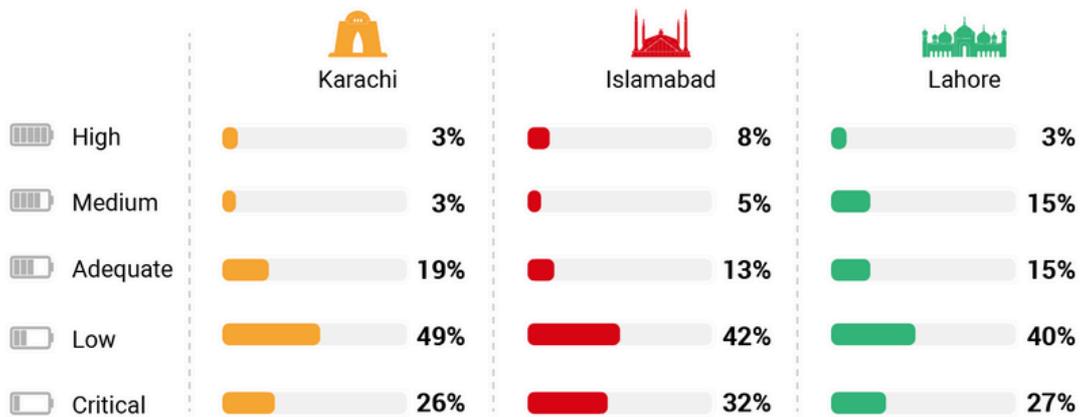
Gender Diversity Ratio Across Regions

Islamabad	Karachi	Lahore	Other (please specify)	Grand Total
0.19	0.16	0.18	0.27	0.18

Companies Vs Gender Diversity Ratio



Diversity Ratio Across Regions



SALARY SURVEY 2023-24

OTHER HR PRACTICES

Other HR Practices

Q.

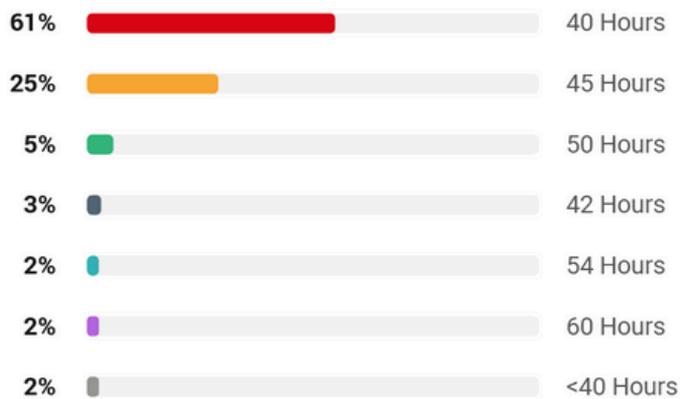
What's the percentage of employees still working from home for your company?



Note: This data was collected in 2023

Q.

How long is a typical work week in your company?



Other HR Practices

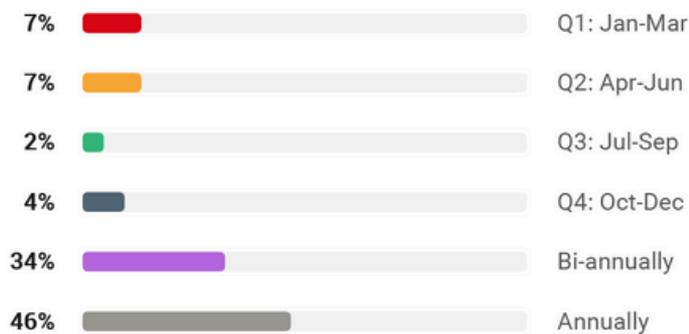
Q.

How frequently you decide on targets/goals and communicate feedback?



Q.

When is your annual performance evaluation cycle scheduled?



Q.

How much do you pay for payroll tax to tax authorities? Please indicate your annual average payroll tax (PKR).



Other HR Practices

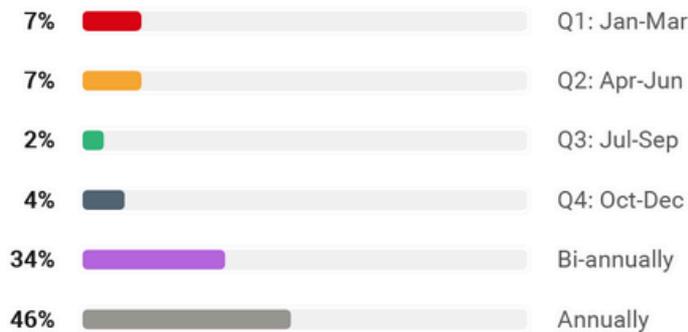
Q.

How frequently you decide on targets/goals and communicate feedback?



Q.

When is your annual performance evaluation cycle scheduled?



Q.

How much do you pay for payroll tax to tax authorities?
Please indicate your annual average payroll tax (PKR).



