

The LHH logo is positioned in the top right corner of the image. It consists of the letters 'L', 'H', and 'H' in a bold, white, sans-serif font, set against a dark background.

LHH

The year '2025' is written in a white, sans-serif font on a dark purple background that forms a diagonal shape in the bottom left corner of the page.

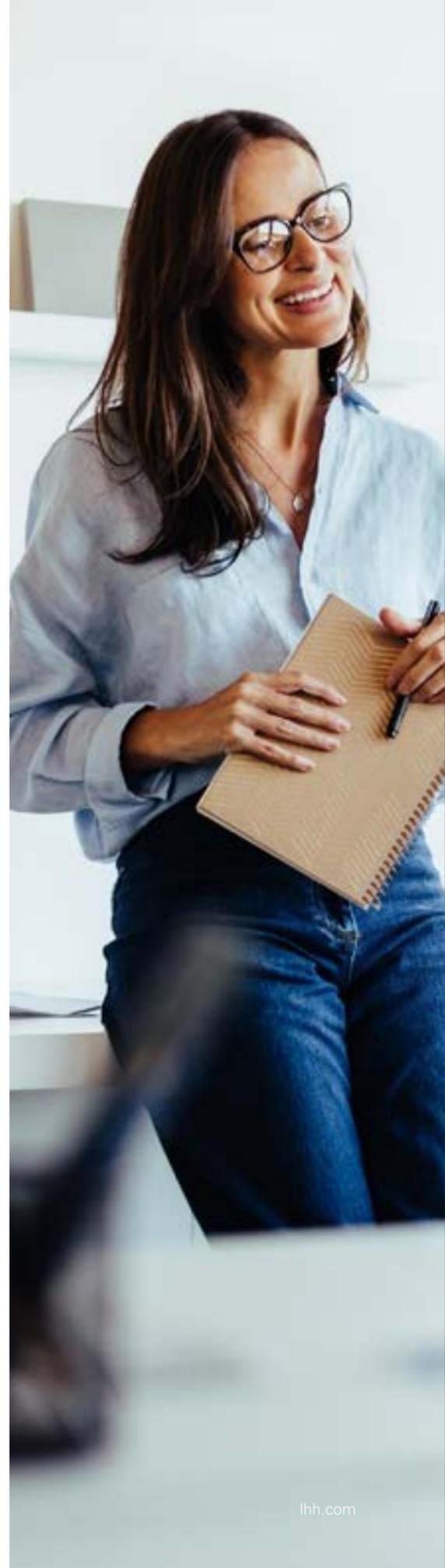
2025

The words 'Salary Guide' are written in a large, white, sans-serif font on a dark purple background that forms a diagonal shape in the bottom left corner of the page.

Salary
Guide

2025 Salary Guide

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Letter from the President

The economy has shown remarkable resilience since the COVID-19 recession, with unemployment rates returning to pre-pandemic levels and real wages on the rise. Despite these positive indicators, many people still feel uncertain—what’s being called a "vibecession" is upon us, where sentiment doesn't match reality. The numbers might look good, but day-to-day experiences tell a different story. That's why it's more important than ever for us as employers to understand and address these feelings of uncertainty within our teams.



Laurie Chamberlin
President
LHH, North America
The Adecco Group

So, how can we turn the tide and foster a more positive outlook in our organizations?

By truly investing in our people. By focusing on skills development. By offering internal mobility, and embracing nonlinear career paths to empower our employees to reach new heights and contribute meaningfully to our shared goals.

That's where our 2025 Salary Guide comes in — it's your roadmap to making this a reality. We've gathered clear, up-to-date salary trends for leading positions to help you attract and retain top talent in this competitive market. You'll find comprehensive salary benchmarks, giving you the tools to negotiate successfully and develop stronger talent strategies.

Are you ready to change the "vibes" and lead your organization into a brighter future? I know I am. I'm confident that our Salary Guide, and our partnership, will help you succeed today and thrive in the ever-changing world of tomorrow.

Market Trends Overview

Adapting and Prevailing in a Complex Recovery

Looking at the data in a vacuum, we see that the economic recovery since the COVID-19 recession has actually been quite historic. The unemployment rate has returned to pre-pandemic levels and real wages—wages adjusted for cost of living—are higher than before the pandemic and increasing at a rate similar to pre-pandemic growth.

Great news, right?

Well, it's more complicated than that. While the numbers may look great on paper, they don't necessarily translate to how people feel about the job market, wage growth, and the economy as a whole. **In fact, despite a mostly slow and steady recovery, a new economic phenomenon has emerged: the "vibecession."** In a "vibecession," despite positive indicators, people may still feel pessimistic.

With such a gulf between perception and reality—or, more accurately, the data and people's feelings and real-world experiences—what can you, as an employer, do to change the "vibes?" How can you help employees feel more positive about their present situation and their future job prospects?

Well, we see this as a potential defining moment for employers—you have an opportunity to truly set yourself apart as an employer of choice by investing in your people. From skills and leadership development to creating opportunities for internal mobility and nonlinear career paths, changing employee attitudes starts by empowering them to achieve greater possibilities and have a positive impact on your organizational vision.

You can use our 2025 Salary Guide to make this a reality. It's designed to provide a competitive advantage by helping you:

- Get a clearer picture of the value of the leading skill sets and professionals in your field.
- Empower your business leaders to negotiate salaries more successfully.
- Develop stronger, more holistic talent acquisition and retention strategies.

The "vibecession" left its mark all over the Federal Reserve's latest **annual survey** of the economic well-being of American households, which showed a major gap between how people feel about their personal finances vs. the national economy:

72% ▾

said they were "doing OK" financially, down from 75% in 2019.

22% ▾

rated the national economy "good" or "excellent" down from 50% in 2019.

Additionally, in a Harris Poll survey for The Guardian,

49% ▾

of people said that they believe that unemployment is at a 50-year high, even though the unemployment rate is actually at a near 50-year low.

Strategies for Connecting with Today's Top Talent

Employees are staying put—for now.

It wasn't too long ago that we were talking about the "Great Resignation" when workers were leaving jobs for higher pay and better work-life conditions. However, more recently, many employers who participated in that hiring frenzy and bidding war for top talent, found themselves overcorrecting in the form of salary freezes and, in many cases, mass layoffs. Now, as the power dynamic has become more balanced, employees seem to crave more stability.

In our latest Global Workforce of the Future report, we surveyed more than 30,000 employees in 23 countries across a range of sectors, job functions, and company sizes. We found that nearly:

3 in 4 workers (73%) planned to stay in their jobs in the next year.



As an employer, this is obviously good news for your retention strategies. However, if you're looking to fill open roles with top talent, there is hope: we discovered a significant "passive talent pool" who are open to learning new skills and pursuing new opportunities.

47%

of workers are at least looking at open roles.

33%

think about their career plans daily or weekly.

72%

contemplate their future plans—such as their next job, reskilling, and upskilling—no less than quarterly.

So, how can you appeal to this passive talent pool while also delivering on your retention strategies?

We recommend three key areas of investment:

1. Train and upskill current employees.
2. Commit to building a more diverse and versatile workforce.
3. Develop leaders with the skills to bring it all together.



Empower Employees to Work Well with Tech

As AI and machine learning continue to automate routine tasks, today's employees seem willing to embrace technology in their current roles—and, of course, in their next ones.

65%

of employees we surveyed say that digitalization will have a positive impact on their jobs.

61%

say the same about automation.

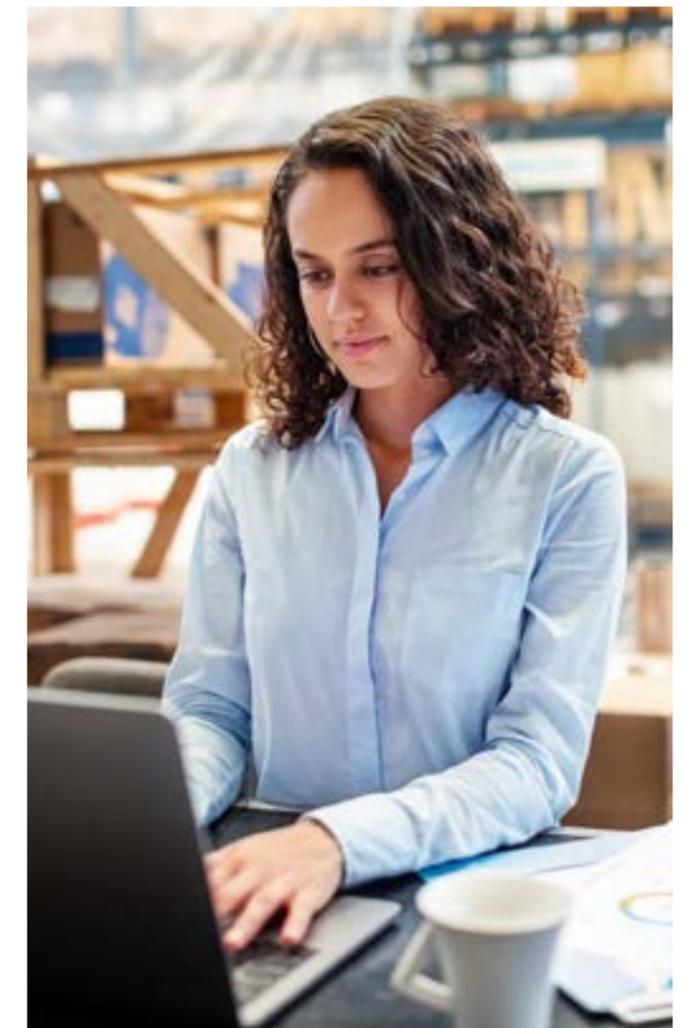
So, they're not necessarily concerned about being replaced, but they do want to be reassured. And you can do this in the form of skills development. In fact, 51% of employees who said they are staying in their current jobs are doing so under the condition of career progression and upskilling.

According to [research by Accenture](#), only 31% of workers are confident their skills will be relevant in five years. As an employer, you should take this as an opportunity to develop the skills they'll need to accelerate your organization's digital transformation. These skills include hard skills in computer science, data analysis, and data science, as well as a large list of soft skills such as:

- Adaptability
- Creativity/curiosity
- Critical thinking
- Executive functioning
- Emotional intelligence/empathy
- Problem-solving
- Relationship-building
- Storytelling
- Verbal and written communication

Of course, employee development is rarely linear, but it can be continuous if you foster a culture that encourages regular career coaching and conversations and embraces nontraditional career paths. Through this approach, you can empower workers to create their own paths and transform along with your organization.

Additionally, just as organizations and employees must embrace new ways of working and career-pathing, it is just as critical to work well with others who bring diverse perspectives and cultural backgrounds to the workplace.



Accelerate innovation by building a more diverse, inclusive, and versatile culture

The pandemic forced employers to accelerate digital transformation and, in turn, presented them with an opportunity to broaden their workforces geographically. As these workforces became more future-focused, tech-savvy, and widely dispersed, companies began to see another benefit—having more employees with diverse backgrounds, experiences, and perspectives increased creativity, productivity and innovation.

Companies with Inclusive Cultures are:

1.7X

more likely to be innovators¹

3.8X

more likely to coach people for improved performance¹



Source:
¹[Why Diversity and Inclusion Has Become a Top Priority](#)

Inclusive Teams:

87%

Make better decisions 87% of the time²

6%

Drive 6% greater revenue

15%

Drive 15% more customer wins, and create higher market share³

6X

are 6x more likely to be innovative and agile⁴

8X

are 8x more likely to achieve better outcomes³

Source:
²[Diversity + Inclusion = Better Decision Making at Work](#)
³[Hacking Diversity with Inclusive Decision-Making](#)
⁴[Diversity & Inclusion Revolution](#)





Despite the benefits, there is still a lot of work to do to better promote diversity.

In our latest [Workforce Trends Report](#), we discovered a major gap in how well employers and employees think their organizations are promoting diversity.

91%

of employers feel their organizations are doing enough to promote diversity in the workplace.

68%

of employees think their companies could do more.

By furthering your organization's DEI efforts, you'll bring together more unique skills, experiences, perspectives, and cultural backgrounds. This can be an incredible competitive advantage.

Diversity can, of course, be found in different races, ethnicities, nationalities, genders, sexual orientations, generations, physical and cognitive abilities. However, it's also important to recognize that diversity can also be found in a variety of hard and soft skills, as well as diversity of thought and experiences. Consider the following approaches for integrating diversity and inclusion into your organizational culture and hiring practice.

- **Train at all levels of the organization**—Leadership must embrace and embody your DEI initiatives, so ensure they are given the right tools to understand the benefits of diversity and inclusion, as well as to lead and communicate effectively with diverse teams. When training staff, focus on dispelling myths, fostering empathy, and promoting the benefits of working with colleagues with varied backgrounds, skill sets, and ways of thinking.
- **Upskill, upskill, upskill**—You'll find that upskilling is a common refrain from us at LHH, but it really is critical to success across all areas of your organization. Offering upskilling and nonlinear advancement opportunities allows individuals in your organization from a variety of backgrounds access to new roles they may not have had access to in a traditional hierarchy. It also allows the organization to tap into unique talents and skill sets that may have previously gone unnoticed. Additionally, investing in mentorship programs or support groups is another way to discover and nurture diverse talent in all areas of your company.

Older and neurodivergent workers are especially eager to embrace upskilling opportunities. In fact, workers older than 50 told us that they feel their age is the number one blocker for finding a new job quickly, but 58% say they are motivated to build skills outside their regular job for new career opportunities.

Another group of workers whose potential often goes untapped are neurodivergent workers. According to The Harvard Business Review, the skills shortage in areas like data analytics and IT solutions offer opportunities for neurodivergent employees whose abilities, with the proper upskilling, may align with the tasks involved in those areas.

- **Instill inclusivity and equity in your hiring practices**—Identifying and rooting out any inherent biases in your talent acquisition process is key to helping your company better attract and hire top diverse talent. Take steps like using AI for blind resume screening and training your hiring managers to effectively interact with candidates of various backgrounds. Establish clear metrics and accountability goals to measure your efforts and ensure transparency. Then, once candidates become employees, ensure DEI training is incorporated into your onboarding and employee development programs to improve your retention efforts.



Don't forget about diversity of location—embrace remote and hybrid ways of working.

One other significant way to build a more diverse workforce is by embracing and offering flexible and hybrid work arrangements. In a recent [Gallup poll](#), 60% of employees with remote-capable jobs said they want a hybrid work arrangement and less than 10% prefer to work on-site. **Additionally, 60% of remote employees say they are extremely likely to search for a new job if they are not allowed remote flexibility.**

This approach could be especially helpful to tap into the large pool of working mothers in the labor force. Consider the following:

74%

of mothers with children under 18 were in the labor force in 2023⁶

52%

of mothers say a lack of flexible work arrangements has caused them to consider leaving the workforce or reducing their hours⁷

40%

Mothers are 40% more likely than fathers to report that childcare issues harmed their careers⁶

46%

of mothers say flexible work arrangements are the most important benefit an employer can offer⁷

An effective DEI initiative, one that incorporates DEI into your organization's day-to-day recruitment, talent development, and career management programs, begins with a clearly defined philosophy and set of values.

It also requires ongoing effort, as well as support and sponsorship from company leaders. It is a critical component for companies serious about organizational transformation, continuous development innovation, and embracing new ways of working.

Source:

⁶[AAUW.org: Fast Facts: Mothers in the Workforce](#)

⁷[Forbes: Thousands of Mothers Have Spoken. Are We Going to Listen?](#)



Develop better leaders to better develop talent.

Even the most well-conceived talent strategies are destined for ineffectiveness without dynamic, adaptable, and emotionally intelligent leaders to influence and inspire your teams.

In fact, we found that most workers (50%) say that they are relying on their employers and managers to help them understand and prepare for the changing natures of their jobs.

For your organization to stay competitive and responsive to market changes and realize its future potential, it is imperative to build a workforce that is more adaptable, more skilled, and more engaged. This starts with your leaders. According to a recent [Global Leadership Development Study](#) conducted by the Harvard Business Review, the top three goals that organizations want to achieve through developing leaders are:

- Enhance customer experience
- Improve employee engagement and productivity
- Address diversity gaps in the workforce

What skills do leaders need to possess and develop in order to make this happen? The same study cited these as the top three:

- Digital adaptability
- Empathetic communication
- Emotional and social intelligence



Clearly, digital adaptability is critical—AI and machine learning are impacting nearly every role in every industry. However, let's focus on those second and third answers. Today's leaders absolutely must be able to conduct consistent and compassionate career conversations, and better relate to their employees.

76% of respondents in the HBR report said they anticipate greater demand for human-centric skills, such as empathetic communication and high social and emotional intelligence. Leaders must be able to have regular, empathetic yet candid conversations with employees on which skills they need to improve, learn, and transfer to new roles, and how their willingness to adapt is not only appreciated, but essential to achieving the organization's vision.

This goes back to the topic of the "vibecession"—one way to change employee perceptions is to reassure them that, in the age of digital transformation, their skills are transferrable to new roles and responsibilities.

In addition to being empathetic communicators, the HBR report also found that leaders must also be bold and decisive in the face of disruption. When asked "which leadership skills are critical to meeting expected business needs?" the top answers were:

- 74% said a willingness to take risks.
- 74% said the ability to provide clarity and direction to team members in dynamic situations.

The next phase of global disruption requires strong leadership who can empower their people to acquire new skills, collaborate better with each other and with technology, and overcome their apprehension about rapidly evolving ways of working. Effective leadership development and coaching is essential to provide them with the tools and skills they need.

Let's break it down: here are key takeaways

- Despite unemployment rates and real wages returning to pre-pandemic levels (or better), a “vibecession” has people basing their attitudes about the economy and the job market on feelings and day-to-day experiences.
- Building a team with diverse backgrounds, experiences, and perspectives can increase creativity, productivity, and innovation—start with a clearly defined set of values, gain support from your leaders, and incorporate DEI efforts into your organization’s day-to-day recruitment, talent development, and career management programs.
- 73% of workers plan to stay in their jobs in the next year (good news for your retention efforts), but 47% are at least looking at open roles (a significant pool of “passive talent” who are open to learning new skills and pursuing new opportunities).
- There’s an opportunity here for employers to set themselves apart as “employers of choice” by investing in skills and leadership development, creating more internal opportunities, and building a more diverse and versatile workforce.
- Prepare employees for changes brought about by AI and digital transformation by encouraging development of soft skills (e.g., adaptability, critical thinking, executive functioning), engaging them in regular career coaching and conversations, and promoting nonlinear career paths.
- Recruit and develop leaders who are digitally adaptable, empathetic communicators, possess a willingness to take calculated risks, and have high emotional and social intelligence.

How we gather and validate salary data

Our salary data is sourced in partnership with Salary.com, a leading provider of compensation market data, software, and analytics, ensuring access to the most up-to-date information.

In addition to this external data, we’ve enhanced our findings by reviewing and validating them against our proprietary internal placement data. This combination allows us to provide a well-rounded and accurate reflection of salary trends that are both relevant and specific to the industries we serve. Furthermore, our estimates are cross-referenced with data from the U.S. Bureau of Labor Statistics, ensuring that our insights are aligned with broader trends.



Data Key:

The data in our guide is presented as average national base salary by company size and range.

Company Size:

Based on number of full time employees.

- **Small:** 1-100 FTEs
- **Medium:** 100-500 FTEs
- **Large:** 500-15,000 FTEs
- **Enterprise:** 15,000+ FTEs

Salary Range:

Based on all salaries regardless of experience.

- **Minimum:** Low-end salary range
- **Maximum:** High-end salary range
- **Average:** Average of all salary ranges

Location Matters

The salaries presented in this guide are based on national averages, but each market is different. Here, we have provided variances for key markets throughout the U.S. so you can calculate the most accurate salary ranges for your specific job market.

How to Calculate Local Salaries

National Salary x (100% + Local Multiplier)
= Market Specific Salary

How We Determine Local Multipliers:

Our local wage multipliers are derived from Bureau of Labor Statistics and Salary.com salary differential data. These multipliers are calculated against the U.S. national average for each metro area and reflect **base salaries only**, excluding factors such as cost of living, occupation mix, industry variances, and local demand. This approach provides you with clear, unbiased salary insights, ensuring a precise and unclouded understanding of the market.

City	State	Multiplier
Mesa	AZ	-1.2%
Phoenix	AZ	-1.2%
Tucson	AZ	-5.1%
Bay Area	CA	+25.0%
Burbank	CA	+11.4%
East Bay	CA	+25.0%
Los Angeles	CA	+11.4%
Newport Beach	CA	+11.4%
Ontario	CA	+6.5%
Orange County	CA	+10.5%
Sacramento	CA	+8.1%
San Diego	CA	+7.4%
San Francisco	CA	+25.0%
San Gabriel Valley	CA	+7.4%
San Jose	CA	+25.5%
Silicon Valley	CA	+25.0%
Torrance	CA	+7.4%
Woodland Hills	CA	+7.4%
Boulder	CO	+4.9%
Denver	CO	+1.8%
Stamford	CT	+14.8%
Washington	DC	+11.3%
Bradenton	FL	-5.3%
Fort Lauderdale	FL	-3.4%
Jacksonville	FL	-5.4%
Miami	FL	-3.5%
Orlando	FL	-5.1%
Tampa	FL	-5.2%
West Palm Beach	FL	-3.6%
Atlanta	GA	-1.9%
Chicago	IL	+5.1%
Deerfield	IL	+4.9%

City	State	Multiplier
Oakbrook Terrace	IL	+4.9%
Rockford	IL	-2.3%
Schaumburg	IL	+4.9%
Bloomington	IN	-7.9%
Indianapolis	IN	-2.7%
Kansas City	KS	-2.2%
Overland Park	KS	-1.8%
Lexington	KY	-7.0%
Louisville	KY	-4.4%
Boston	MA	+12.1%
Baltimore	MD	+2.8%
Ann Arbor	MI	+2.6%
Detroit	MI	+0.8%
Grand Rapids	MI	-3.0%
Minneapolis-St.Paul	MN	+6.1%
Kansas City	MO	-2.1%
St. Louis	MO	-2.1%
Charlotte	NC	-3.0%
Greensboro	NC	-6.0%
Raleigh-Durham	NC	-2.5%
Winston-Salem	NC	-6.1%
Edison	NJ	+12.1%
Newark	NJ	+13.0%
Paramus	NJ	+15.2%
Parsippany	NJ	+12.1%
Princeton	NJ	+12.7%
Trenton	NJ	+8.6%
Albuquerque	NM	-6.0%
Santa Fe	NM	-5.5%
Las Vegas	NV	+1.0%
Long Island	NY	+9.6%
New York City	NY	+16.8%

City	State	Multiplier
Canton	OH	-6.0%
Cincinnati	OH	-2.2%
Cleveland	OH	-1.8%
Columbus	OH	-1.8%
Toledo	OH	-3.4%
Oklahoma City	OK	-8.7%
Tulsa	OK	-5.4%
Portland	OR	+4.2%
King of Prussia	PA	+5.6%
Philadelphia	PA	+5.6%
Pittsburgh	PA	-1.5%
Charleston	SC	-5.0%
Columbia	SC	-7.3%
Chattanooga	TN	-9.1%
Knoxville	TN	-8.3%
Memphis	TN	-6.3%
Nashville	TN	-5.8%
Austin	TX	-1.0%
Dallas	TX	-1.3%
Fort Worth	TX	-2.6%
Houston	TX	+0.3%
San Antonio	TX	-5.4%
Hampton Roads	VA	-5.8%
Norfolk	VA	-5.8%
Richmond	VA	-2.7%
Virginia Beach	VA	-4.4%
Bellevue	WA	+10.3%
Seattle	WA	+10.3%
Tacoma	WA	+7.5%
Green Bay	WI	-4.6%
Madison	WI	-1.5%
Milwaukee	WI	-0.6%

Accounting & Finance

There's no one-size-fits-all projection for accounting and finance professionals. Digital transformation is creating opportunities for professionals with certain skills and threats for others. 57% of financial services professionals and 56% of accounting professionals surveyed in our Global Workforce of the Future report said their roles are at risk of disruption by digitalization, automation, and AI.

However, we've found that the same workers in accounting and financial services are relatively confident about the transferability of their skills compared to those in other sectors.

"My current skills are transferable to other roles within my industry."

62%

Accounting Professionals

65%

Financial Services Professionals

"My current skills are transferable to other industries."

57%

Accounting Professionals

62%

Financial Services Professionals

While there are key distinctions in both areas, one thing is true for both accounting and finance firms and departments—they will all need to significantly broaden their talent acquisition efforts. This means they should expand their searches to include professionals with nontraditional skill sets, such as those in the technology and engineering fields, as well as venture into the global talent pool to get the professionals they need.

Accounting is seemingly more susceptible to AI disruption

AI can crunch numbers efficiently, accurately, and securely. This reason, coupled with plateauing salaries for accounting professionals, may explain why we're seeing fewer entries into the accounting field.

For those ambitious accountants and bookkeepers and their employers, we recommend a heavy focus on reskilling and upskilling opportunities. Even with the prevalence of automation in the field, these professionals will need to provide oversight for new technologies, as well as analysis of ever-expanding quantities of data for better business insights.

▲ 4%

Employment of accountants and auditors is projected to **grow only 4% from 2022-2032** about as fast as the average for all occupations.⁸

126,000

126,000 openings for accountants and auditors are projected each year, on average in that time period.⁸

Source: ⁸**Bureau of Labor Statistics**

Finance is also changing, but professionals are confident in their skills.

As the financial services sector shifts to focus more on service, analytics, and business insights, 62% of the financial services employees we surveyed for our Global Workforce of the Future report are more confident than the average (57%) that they have the support they need to make necessary career changes.

One reason may be that, while traditional financial services skills are still valuable, many in the field also are confident in their digital skills and service mindset.

Additionally, many are using their skills—and learning new ones—to take advantage of emerging roles, such as FinOps (a combination of “Finance” and “DevOps”), which was created to optimize spending on cloud computing, monitor cost irregularities, mitigate avoidable expenses, and ensure transparency and alignment between resources and business objectives.

▲ **8%**

Employment of financial analysts is projected to grow 8% from 2022-2032, which is greater than the average for all occupations.

27,400

27,400 openings for financial analysts are projected each year, on average in that time period.

Source: **Bureau of Labor Statistics**

Job Title	Base salary by company size				Base salary		
	Small	Medium	Large	Enterprise	Min	Max	AVG
Accounting Clerk	\$49,100	\$50,350	\$51,600	\$52,550	\$41,200	\$61,000	\$50,800
Accounts Payable Clerk	\$48,900	\$50,350	\$51,600	\$52,500	\$41,600	\$60,400	\$50,800
Accounts Payable Specialist	\$59,700	\$61,950	\$63,850	\$65,350	\$50,300	\$79,100	\$62,700
Accounts Payable Supervisor	\$74,300	\$77,150	\$79,600	\$81,650	\$63,800	\$98,000	\$78,100
Accounts Payable Manager	\$101,500	\$106,550	\$85,600	\$114,150	\$85,800	\$136,600	\$108,200
Accounts Receivable Clerk	\$47,600	\$49,150	\$50,400	\$51,400	\$40,700	\$58,900	\$49,600
Accounts Receivable Specialist	\$70,200	\$73,350	\$76,100	\$78,150	\$58,600	\$92,900	\$74,300
Accounts Receivable Supervisor	\$72,300	\$75,300	\$77,700	\$79,800	\$63,700	\$97,100	\$76,200
Accounts Receivable Manager	\$97,900	\$103,150	\$107,700	\$110,850	\$84,700	\$133,000	\$104,800
Billing Clerk	\$55,900	\$56,650	\$58,500	\$59,950	\$46,100	\$70,800	\$57,900
Billing Manager	\$108,050	\$110,800	\$116,900	\$120,200	\$87,700	\$142,500	\$114,400
Bookkeeper	\$42,300	\$43,500	\$45,950	\$46,800	\$35,600	\$52,900	\$44,700
Cash Applications Clerk	\$48,900	\$50,350	\$51,600	\$52,500	\$41,600	\$60,400	\$50,800
Collections Specialist	\$47,600	\$49,150	\$50,400	\$51,400	\$40,700	\$58,900	\$49,600
Credit & Collections Manager	\$109,200	\$111,850	\$115,300	\$116,500	\$89,700	\$143,800	\$112,500

Accounting & Finance

Job Title	Base salary by company size				Base salary		
	Small	Medium	Large	Enterprise	Min	Max	AVG
Jr. Accountant	\$57,400	\$61,000	\$66,500	\$69,400	\$52,300	\$75,000	\$63,000
Staff Accountant	\$70,150	\$72,300	\$75,400	\$78,600	\$60,700	\$89,100	\$73,900
Sr. Accountant	\$85,250	\$89,000	\$92,500	\$97,150	\$67,500	\$121,500	\$90,800
Accounting Supervisor	\$91,750	\$93,200	\$95,500	\$98,150	\$87,900	\$122,050	\$94,300
Accounting Manager	\$116,000	\$123,500	\$129,500	\$132,650	\$101,400	\$155,200	\$125,300
Assistant Controller	\$160,900	\$171,100	\$197,100	\$210,300	\$147,500	\$228,500	\$184,900
Controller	\$227,900	\$261,800	\$310,700	\$346,600	\$218,100	\$365,200	\$284,900
Accounting Director	\$179,000	\$194,800	\$206,000	\$213,600	\$154,300	\$247,900	\$198,000
Chief Accounting Officer	\$240,500	\$280,950	\$309,100	\$339,850	\$218,100	\$366,100	\$290,700
Chief Financial Officer	\$267,700	\$334,550	\$507,400	\$628,300	\$323,100	\$647,400	\$476,800
Cost Accountant	\$78,100	\$80,500	\$84,600	\$85,600	\$66,900	\$101,500	\$81,900
Sr. Cost Accountant	\$92,800	\$96,200	\$100,200	\$101,700	\$77,500	\$117,400	\$95,900
Data Analyst	\$101,700	\$101,400	\$105,400	\$107,850	\$80,400	\$131,000	\$103,400
Financial Analyst	\$86,150	\$89,250	\$92,150	\$96,500	\$72,500	\$110,500	\$90,700
Sr. Financial Analyst	\$110,750	\$114,000	\$117,500	\$155,150	\$89,500	\$139,500	\$115,200
Finance Manager	\$134,200	\$138,200	\$151,950	\$154,650	\$115,500	\$178,800	\$145,100
Finance Director	\$197,100	\$211,750	\$245,100	\$255,750	\$176,200	\$282,700	\$227,600
Financial Reporting Accountant	\$108,900	\$119,800	\$129,600	\$137,200	\$96,600	\$150,700	\$122,400
Financial Reporting Manager	\$156,750	\$161,000	\$164,500	\$170,150	\$135,500	\$190,200	\$162,500
Financial Reporting Director	\$157,000	\$172,050	\$186,600	\$195,100	\$142,700	\$224,000	\$181,400
Internal Auditor	\$94,100	\$97,050	\$100,400	\$102,500	\$82,900	\$118,500	\$98,500
Sr. Internal Auditor	\$111,250	\$114,500	\$117,000	\$121,300	\$96,500	\$135,800	\$115,800
Internal Audit Manager	\$129,500	\$135,800	\$142,500	\$145,850	\$115,100	\$168,200	\$138,400
Internal Audit Director	\$180,300	\$193,900	\$207,600	\$215,750	\$164,200	\$241,900	\$199,300
Vice President Internal Audit	\$210,200	\$235,200	\$254,100	\$267,700	\$200,700	\$297,300	\$242,700
Payroll Clerk	\$55,300	\$56,100	\$57,650	\$58,400	\$44,900	\$68,500	\$56,800

Accounting & Finance

Job Title	Base salary by company size				Base salary		
	Small	Medium	Large	Enterprise	Min	Max	AVG
Payroll Specialist	\$64,250	\$67,000	\$70,150	\$73,300	\$51,500	\$78,900	\$68,500
Payroll Supervisor	\$99,400	\$102,950	\$106,650	\$109,200	\$82,300	\$129,400	\$104,200
Payroll Manager	\$119,100	\$124,150	\$130,200	\$133,500	\$100,000	\$155,200	\$126,300
Tax Accountant	\$92,150	\$95,300	\$98,200	\$103,750	\$78,200	\$119,500	\$96,700
Sr, Tax Accountant	\$96,000	\$99,150	\$104,450	\$107,500	\$83,800	\$125,700	\$102,100
Tax Manager	\$158,750	\$162,300	\$166,700	\$172,150	\$139,200	\$198,900	\$164,500
Tax Director	\$196,100	\$209,950	\$232,500	\$245,900	\$179,300	\$260,300	\$220,600
Assistant Treasurer	\$190,300	\$202,600	\$211,200	\$221,800	\$166,900	\$251,600	\$206,000
Treasurer	\$240,750	\$247,300	\$253,600	\$262,150	\$182,750	\$336,800	\$250,500
Treasury Analyst	\$91,500	\$94,450	\$97,100	\$99,550	\$80,900	\$114,800	\$95,500
Sr, Treasury Analyst	\$114,750	\$118,200	\$121,600	\$126,300	\$102,500	\$139,800	\$119,800
Treasury Manager	\$128,700	\$134,050	\$138,200	\$142,300	\$110,800	\$169,700	\$135,600
Director of Budgets	\$154,000	\$176,200	\$221,800	\$240,050	\$167,100	\$266,100	\$219,700
Director of Grants & Proposals	\$123,800	\$142,500	\$165,200	\$194,200	\$98,200	\$232,700	\$151,900
Public Accounting							
Audit/Assurance Services Associate	\$72,550	\$78,000	\$83,500	\$88,900	\$65,700	\$96,900	\$80,100
Sr, Audit/Assurance Services Associate	\$102,500	\$104,000	\$106,500	\$108,000	\$96,150	\$115,100	\$105,250
Audit/Assurance Services Manager	\$125,200	\$135,800	\$146,800	\$157,400	\$111,200	\$173,000	\$140,550
Tax Associate	\$72,500	\$78,100	\$81,000	\$84,500	\$63,300	\$92,500	\$79,800
Sr, Tax Associate	\$100,100	\$102,400	\$104,750	\$108,300	\$95,800	\$119,400	\$102,950
Tax Manager	\$117,050	\$120,700	\$121,100	\$129,050	\$120,900	\$144,900	\$120,900
Sr, Tax Manager	\$154,950	\$167,850	\$179,600	\$191,900	\$139,300	\$209,900	\$172,200
Partner	\$295,000	\$305,000	\$315,000	\$325,000	\$253,200	\$385,700	\$311,900

Accounting & Finance

Job Title	Base salary by company size				Base salary		
	Small	Medium	Large	Enterprise	Min	Max	AVG
Banking and Financial Services							
Banking Operations Manager	\$82,600	\$87,300	\$98,200	\$100,750	\$73,100	\$120,800	\$92,700
Business Development Officer	\$88,800	\$92,750	\$97,400	\$99,350	\$68,500	\$126,000	\$95,000
Commercial Lending Group Manager	\$157,400	\$162,050	\$172,100	\$177,100	\$119,600	\$201,900	\$167,800
Compliance Specialist	\$77,400	\$78,450	\$80,950	\$81,700	\$66,800	\$98,200	\$79,800
Compliance Manager	\$122,150	\$127,200	\$136,750	\$139,600	\$107,500	\$163,900	\$132,000
Consumer Loan Processor	\$45,450	\$47,400	\$49,600	\$50,600	\$39,600	\$60,500	\$48,500
Credit Analyst	\$94,350	\$96,450	\$99,200	\$100,700	\$78,500	\$121,400	\$97,200
Credit Manager	\$116,550	\$125,200	\$132,400	\$133,700	\$101,100	\$160,700	\$127,800
Fund Manager	\$136,550	\$148,100	\$152,800	\$155,150	\$98,800	\$165,900	\$148,300
Foreclosure Specialist	\$44,450	\$46,250	\$48,100	\$48,950	\$41,200	\$61,300	\$46,600
Hedge Fund Accountant	\$45,500	\$52,000	\$73,600	\$82,500	\$48,200	\$90,600	\$63,800
Fund Accounting Manager	\$121,600	\$131,600	\$148,350	\$158,500	\$107,450	\$170,000	\$137,150
Loan Closer	\$48,800	\$49,800	\$52,500	\$53,700	\$41,000	\$62,800	\$51,400
Loan Processor	\$45,400	\$47,400	\$49,600	\$50,600	\$39,600	\$60,500	\$48,500
Loan Servicing Specialist	\$47,500	\$49,450	\$52,300	\$52,850	\$38,000	\$60,800	\$50,600
Market Risk Analyst	\$54,700	\$56,850	\$67,500	\$73,900	\$49,500	\$82,500	\$64,453
Mortgage Loan Processor	\$50,900	\$53,000	\$55,950	\$57,000	\$42,800	\$65,900	\$54,500
Mortgage Loan Closer	\$48,800	\$49,800	\$52,500	\$53,700	\$41,000	\$62,800	\$51,400
Mortgage Loan Servicing Clerk	\$41,700	\$43,400	\$45,750	\$46,350	\$35,200	\$54,800	\$44,400
Loan Servicing Manager	\$88,900	\$95,900	\$101,450	\$102,450	\$73,100	\$123,400	\$97,600
Escrow Officer	\$53,300	\$58,200	\$65,550	\$68,850	\$48,600	\$73,300	\$62,900
Mortgage Underwriter	\$91,400	\$94,050	\$98,300	\$100,150	\$74,400	\$130,700	\$96,000
Regulatory Reporting Specialist	\$64,600	\$65,250	\$66,000	\$66,300	\$53,500	\$82,500	\$65,700
Regulatory Reporting Manager	\$84,700	\$85,750	\$87,200	\$88,150	\$69,400	\$106,900	\$86,900

Administrative Support

Digital transformation is having a major impact on admin support roles. More than changing the way admin support professionals work, AI and machine learning technologies are, in many cases, making their roles obsolete—the Bureau of Labor Statistics projects a 10% decline in employment for administrative assistants from 2022-2032.

Although many routine and recurring administrative tasks have been and continue to be automated—such as answering calls, scheduling, and basic client and customer communications—there is a silver lining.

There is still a demand for admin support professionals with a strong set of soft skills, especially interpersonal skills. In fact, 22% of the professionals we surveyed in our Global Workforce of the Future report said they felt that AI won't be able to replace interpersonal skills such as communication and collaboration.

Additionally, many customers simply prefer to communicate with a real person—in a recent study, an overwhelming 90% of people said they prefer to receive customer service from a human rather than a chatbot, with 61% saying humans understand their needs better than AI.

With that in mind, there are certain soft skills that are essential for admin support professionals to facilitate effective collaboration and build trust among colleagues, clients, and customers, and to ensure they can work alongside AI and supplement their organization's digital transformation initiatives:

- Emotional Intelligence
- Relationship-Building Skills
- Verbal and Written Communication Skills

Even with overall decline in the demand for admin support professionals, a majority are confident that their skills are transferable to other opportunities both within and outside their industries.

“My current skills are transferable to other roles within my industry.”

61%

Admin Support Professionals

“My current skills are transferable to other industries.”

55%

Admin Support Professionals

▼ 10% from 2022-2032⁹.

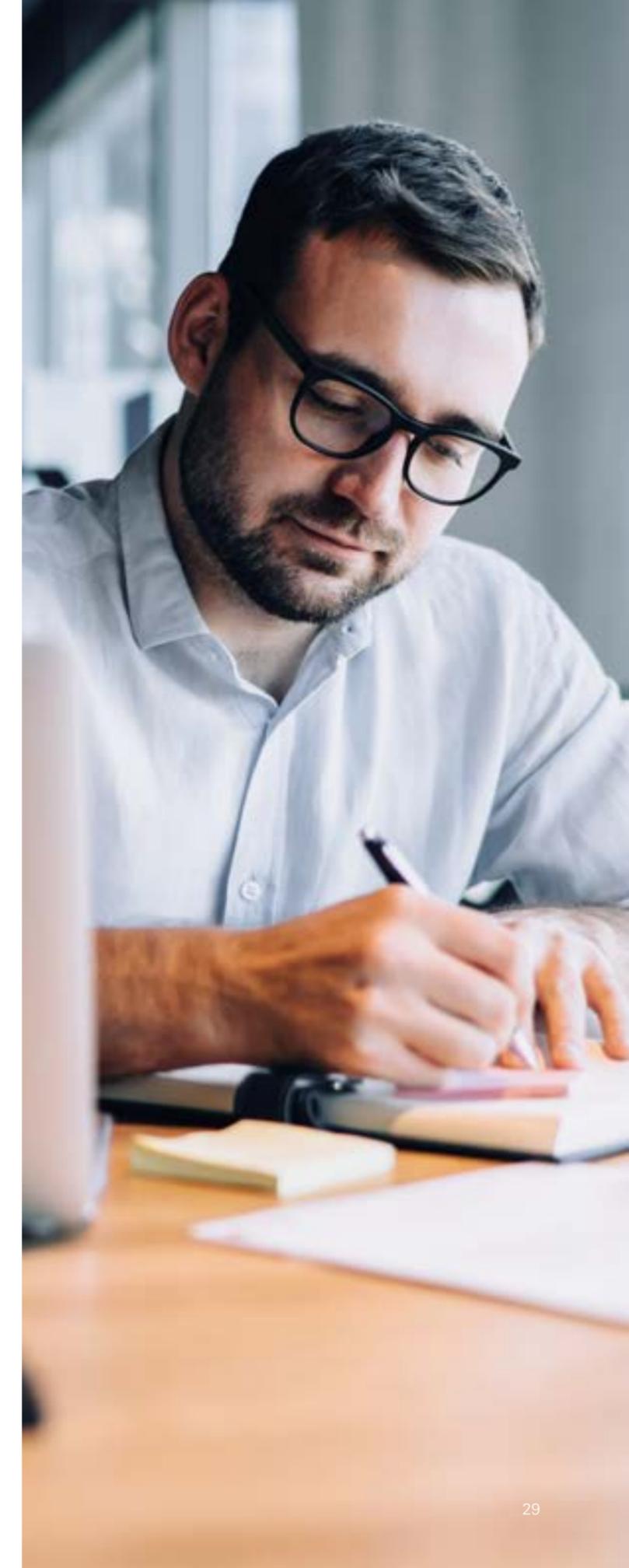
Employment of secretaries and administrative assistants is projected to decline **10% from 2022-2032**.

316,000

Despite the decline in demand, over 300k openings for secretaries and admin assistants are projected each year from 2022-2032⁹.

Source:

⁹Bureau of Labor Statistics



Administrative Support

Job Title	Base salary by company size				Base salary		
	Small	Medium	Large	Enterprise	Min	Max	AVG
Administrative Assistant	\$51,600	\$53,600	\$55,600	\$56,250	\$44,600	\$64,500	\$54,200
Executive Assistant	\$77,300	\$78,550	\$84,950	\$86,800	\$64,400	\$98,700	\$82,700
C-Level (C-Suite) Executive Assistant	\$114,000	\$115,750	\$126,450	\$129,150	\$92,200	\$150,200	\$122,700
Receptionist	\$43,200	\$44,400	\$45,975	\$46,400	\$38,100	\$52,600	\$45,000
Customer Service Specialist	\$51,000	\$53,000	\$59,700	\$62,900	\$46,100	\$68,900	\$56,350
Documents Clerk/Specialist	\$39,100	\$41,000	\$47,200	\$50,900	\$35,150	\$57,800	\$44,100
Data Entry Specialist	\$43,250	\$45,200	\$48,000	\$50,100	\$35,800	\$54,000	\$45,100
Front Desk Coordinator	\$43,200	\$44,400	\$46,000	\$46,400	\$38,100	\$52,600	\$45,000
Office Coordinator	\$49,500	\$50,100	\$51,500	\$52,000	\$39,700	\$61,800	\$50,800
Office Manager	\$80,100	\$83,050	\$90,750	\$92,200	\$71,500	\$105,400	\$87,400
Project Assistant/Coordinator	\$77,300	\$78,550	\$84,950	\$86,800	\$64,400	\$98,700	\$82,700
Project Manager	\$87,800	\$90,850	\$99,200	\$100,600	\$79,500	\$117,800	\$96,400
Business Operations Manager	\$116,400	\$120,550	\$126,400	\$131,800	\$103,900	\$146,200	\$122,800
Director of Business Operations	\$165,800	\$178,250	\$201,600	\$209,550	\$178,600	\$210,400	\$191,400
Facilities Specialist	\$66,850	\$70,100	\$79,900	\$84,150	\$59,450	\$92,500	\$74,950
Facilities Manager	\$108,500	\$115,750	\$121,800	\$125,350	\$95,400	\$143,900	\$117,400
Facilities Director	\$164,750	\$178,550	\$193,850	\$201,800	\$151,500	\$229,500	\$185,000



Engineering

The AI revolution is being embraced and leveraged by many in the engineering field. Engineering leaders are using AI and machine-learning to not only handle repetitive tasks, but also to analyze vast quantities of data for risk assessment, predictive maintenance, and performance optimization. Engineering professionals now not only have time to focus on strategy, innovation, and problem-solving, but they also have increased opportunities to partner with their new AI colleagues to explore and realize new possibilities in their fields.

According to a McKinsey report, in 2022, businesses using AI most often hired data engineers, AI data scientists, and machine learning engineers. Candidates—internal and external—for these emerging roles are expected to have the right mix of hard and soft skills to develop and implement algorithms to interpret large datasets, as well as to make informed decisions based on their analysis of these insights. Highly sought-after skills include:

- **Programming**—Particularly in Python, Java, and/or R.
- **Data analysis**—To elicit insights and recognize patterns.
- **Collaboration and communication**—To work with everyone from designers to executive leaders, articulate findings and recommendations, and develop intelligent solutions.

Top engineering professionals, regardless of their specialty, may already possess the necessary skills and know-how to succeed in their rapidly digitizing sectors. According to the professionals we surveyed in our Global Workforce of the Future report, even those who need a bit of upskilling are confident that their existing skill sets are transferable to these new roles.

“My current skills are transferable to other roles within my industry.”

58%

Engineering Professionals

“My current skills are transferable to other industries.”

56%

Engineering Professionals



^ 12% from 2022-2032¹⁰.

Employment of industrial engineers is projected to **grow 12% from 2022-2032**, much faster than the average for all occupations.

22,800

22,800 openings for industrial engineers are projected each year, on average in that time period¹⁰.

Source:
¹⁰Bureau of Labor Statistics

^ 10% from 2022-2032⁹.

Employment of mechanical engineers is projected to **grow 10% from 2022-2032**, much faster than the average for all occupations.

19,200

19,200 openings for mechanical engineers are projected each year, on average in that time period.⁹

Source:
⁹Bureau of Labor Statistics

Engineering

Job Title	Base salary by company size				Base salary		
	Small	Medium	Large	Enterprise	Min	Max	AVG
Industrial Engineer	\$89,450	\$91,800	\$95,900	\$97,500	\$75,800	\$114,500	\$92,800
Mechanical Engineer	\$95,350	\$99,300	\$100,650	\$103,050	\$81,300	\$120,600	\$99,100
Senior Mechanical Engineer	\$104,600	\$109,900	\$119,800	\$125,800	\$95,300	\$135,850	\$114,800
Mechanical Design Engineer	\$95,350	\$99,300	\$100,650	\$103,050	\$81,300	\$120,600	\$99,100
Reliability Engineer	\$90,700	\$93,850	\$98,550	\$99,850	\$82,800	\$140,200	\$102,700
Quality Engineer	\$83,050	\$86,000	\$89,300	\$91,500	\$74,900	\$104,200	\$87,700
Aerospace Engineer	\$91,950	\$94,450	\$97,350	\$99,950	\$77,100	\$144,200	\$110,300
Engineering Manager	\$141,550	\$135,350	\$156,400	\$160,700	\$126,200	\$183,300	\$152,800
Process/Continuous Improvement Specialist	\$85,150	\$89,350	\$93,500	\$95,050	\$79,100	\$105,900	\$90,500
Director of Process/Continuous Improvement	\$167,400	\$172,300	\$189,050	\$192,800	\$157,400	\$205,800	\$178,350
Petroleum Engineer	\$101,200	\$120,400	\$155,400	\$174,600	\$74,200	\$248,200	\$137,900
Reservoir Engineer	\$137,300	\$141,750	\$144,900	\$147,400	\$105,000	\$162,200	\$142,700
Construction Engineer	\$92,800	\$96,300	\$98,650	\$101,200	\$87,900	\$117,600	\$105,600
Robotics Engineer	\$88,300	\$91,350	\$94,800	\$102,600	\$73,700	\$135,200	\$94,500
Environmental Engineer	\$90,500	\$92,500	\$97,850	\$100,650	\$77,300	\$115,800	\$95,200
Chemical Engineer	\$92,900	\$96,200	\$100,950	\$102,600	\$80,000	\$123,300	\$98,100
Chemical Process Engineer	\$92,100	\$95,000	\$100,000	\$102,900	\$88,400	\$107,700	\$97,500
Electrical Engineer	\$91,000	\$93,350	\$102,300	\$115,050	\$81,000	\$172,300	\$117,200
Sales Engineer	\$94,400	\$97,700	\$101,850	\$103,500	\$81,300	\$123,800	\$99,300
Manufacturing Engineer	\$87,450	\$89,200	\$91,850	\$92,800	\$77,300	\$109,400	\$91,300
Biomedical Engineer	\$93,300	\$95,700	\$99,850	\$102,150	\$83,000	\$115,200	\$97,600
Automotive Engineer	\$110,900	\$119,300	\$132,800	\$131,200	\$102,000	\$134,500	\$126,050
Test Engineer	\$83,850	\$87,050	\$91,550	\$93,200	\$78,900	\$114,200	\$89,200
Civil/Structural Engineer	\$110,500	\$122,500	\$135,800	\$145,800	\$70,500	\$184,300	\$127,400
Design Engineer	\$88,300	\$91,350	\$94,200	\$95,600	\$78,700	\$111,000	\$92,500
Quality Assurance Manager	\$120,800	\$126,400	\$132,950	\$134,400	\$108,100	\$158,500	\$129,400

Healthcare (Non-Clinical)

Healthcare organizations continue to increase investment in their Electronic Health Records (EHR) and Enterprise Resource Planning (ERP) systems, cloud-based infrastructures, and AI and machine learning technologies. To optimize these investments, they need non-clinical professionals with the right blend of tech savvy and soft skills like adaptability and empathy.

Rapid digitization is already streamlining many administrative functions in healthcare—and it's only begun to scratch the surface. There is enormous potential for using AI to analyze the ever-expanding datasets of healthcare organizations to forecast patient surges, predict future resource needs, reduce wait times, and improve the overall patient experience. Here are just a few of the skills next-gen non-clinical healthcare professionals will need to work effectively with emerging technologies:

- **Risk Management**—With all the increased opportunities presented by digital transformation, there are also associated risks, especially when it comes to cybersecurity. This will increase the need

for non-clinical professionals who can quickly assess the severity of threats and its impact, and communicate and mitigate them effectively.

- **Data Analytics**—Understanding and leveraging healthcare data is critical in optimizing operations and patient care, while minimizing adverse events and complexities.
- **Critical Thinking**—In addition to examining and assessing large volumes of healthcare data, non-clinical professionals must be able to understand the context and use it to drive decisions.
- **Interpersonal Skills/Empathy**—Advancements in healthcare, ideally, should enhance access to quality care, however, many patients still need someone inside the health system to advocate for them to receive appropriate and cost-effective treatment. Empathy is especially important for those in health insurance roles who have an opportunity to help patients better understand their coverage and access necessary services.

Do today's non-clinical professionals have the skills to move into emerging roles? Those we surveyed in our Global Workforce of the Future report seem to think they do:

"My current skills are transferable to other roles within my industry."

64%

Healthcare Professionals

"My current skills are transferable to other industries."

55%

Healthcare Professionals

Embrace the shift to hybrid and remote work.

With the rapid expansion of telehealth solutions, leading healthcare companies and organizations—even those headquartered in major hubs for talent—are recruiting nationwide, creating more opportunities for non-clinical professionals. To remain competitive, it's critical for employers to not only accept that hybrid and remote ways of working are here to stay, but to take advantage of the global talent pool to find tech-savvy, next-gen non-clinical professionals.

^ 28% from 2022-2032¹¹.

Employment of medical and health services managers is projected to grow 28% from 2022-2032, much faster than the average for all occupations.

54,700

54,700 openings for medical and health services managers are projected each year, on average in that time period.¹¹.

Source:

¹¹**Bureau of Labor Statistics**

Healthcare (Non-Clinical)

Job Title	Base salary by company size				Base salary		
	Small	Medium	Large	Enterprise	Min	Max	AVG
Non-Clinical Healthcare							
Billing & Collections Manager	\$90,300	\$95,150	\$99,350	\$102,250	\$78,100	\$122,800	\$96,700
Billing & Collections Director	\$125,200	\$132,800	\$140,000	\$144,850	\$105,100	\$168,100	\$135,200
Collections Analyst	\$64,800	\$67,650	\$70,200	\$72,050	\$54,100	\$85,700	\$68,600
Front Desk Manager/ Front Office Manager	\$48,200	\$51,000	\$58,000	\$60,800	\$44,000	\$71,800	\$54,500
Healthcare Data Analyst	\$75,000	\$77,650	\$80,600	\$82,450	\$64,100	\$101,300	\$78,900
HIM Manager	\$99,500	\$105,100	\$114,150	\$114,150	\$82,800	\$128,800	\$109,600
Medical Biller	\$45,100	\$46,850	\$49,000	\$49,900	\$38,400	\$55,800	\$47,400
Medical Coder	\$51,000	\$52,400	\$55,400	\$56,150	\$43,100	\$65,800	\$53,700
Medical Credentialer	\$56,500	\$57,700	\$60,250	\$61,200	\$47,000	\$70,300	\$59,100
Patient Access Representative	\$59,200	\$61,150	\$63,000	\$64,350	\$50,800	\$77,200	\$62,000
Patient Access Supervisor	\$80,200	\$81,050	\$64,900	\$88,400	\$66,700	\$102,000	\$83,000
Patient Financial Counselor	\$42,900	\$45,050	\$46,300	\$46,800	\$37,200	\$54,000	\$45,500
Prior Authorization/ Pre-Certification Specialist	\$39,950	\$41,200	\$46,200	\$48,500	\$36,550	\$52,950	\$43,700
Reimbursement/ Insurance Specialist	\$48,400	\$49,800	\$51,400	\$51,950	\$42,900	\$62,700	\$50,500
Revenue Cycle Analyst	\$67,000	\$69,350	\$71,350	\$74,600	\$56,000	\$85,900	\$70,000
Revenue Cycle Director	\$104,400	\$159,600	\$168,600	\$174,850	\$123,200	\$194,400	\$163,100
Revenue Cycle Manager	\$103,900	\$109,050	\$113,600	\$117,350	\$84,900	\$133,000	\$110,800
Practice Manager	\$76,700	\$86,250	\$85,700	\$86,250	\$66,700	\$100,900	\$83,600

Healthcare (Non-Clinical)

Job Title	Base salary by company size				Base salary		
	Small	Medium	Large	Enterprise	Min	Max	AVG
Behavioral Health							
Case Manager	\$50,000	\$51,000	\$53,200	\$54,900	\$45,000	\$62,500	\$52,100
Clinical Manager	\$70,600	\$74,100	\$89,300	\$93,750	\$60,600	\$104,800	\$81,650
Clinical Director	\$157,800	\$160,000	\$169,100	\$173,300	\$125,800	\$196,300	\$164,900
Community Center Associate/ Community Services Specialist	\$48,000	\$51,100	\$52,900	\$55,100	\$44,500	\$63,200	\$51,500
Housing Navigator	\$38,900	\$39,200	\$42,750	\$51,800	\$30,100	\$56,700	\$42,900
Peer Support Specialist	\$40,300	\$42,100	\$43,500	\$44,950	\$33,000	\$50,200	\$42,600
Program Assistant	\$51,200	\$60,500	\$62,100	\$64,500	\$47,600	\$68,500	\$57,500
Program Director	\$133,600	\$140,750	\$149,600	\$155,450	\$112,100	\$174,000	\$144,600



Human Resources

Perhaps no role has been impacted by the shift to more remote and hybrid work than the role of the human resources professional. After all, there are more challenges to managing a workforce when the workplace has become so widely dispersed. HR professionals are not only responsible for embracing and encouraging new ways of working, but are now faced with managing and inspiring workforces that, thanks to emerging technologies and increased pressures to be productive, have developed a new and increasing set of workplace worries.

According to [research by Deloitte](#), today's workers harbor a variety of different concerns, including:

- **53%**: Increased work stress leading to worse mental health.
- **28%**: The threat of technology taking over jobs.
- **25%**: The rising number of new skills and jobs needed as a result of technology or business model changes.
- **24%**: Increasing risks of threats to physical safety or wellness in the workplace.
- **22%**: The "always on" economy enabled by digital technology.
- **22%**: Employers now being able to digitally monitor my work without my consent.

These employees are looking for reassurance as well as a feeling of physical and emotional safety at their jobs. Today's HR professionals are less siloed than ever, therefore, they need to be that connection between the employee and the business. To do that, they must possess the hard and soft skills to help other employees in their organizations feel:

- Their potential is as important as their production.
- They gain as much value from the organization as they give.
- They have ample opportunity to develop their skills and advance in the organization.
- They will be treated and compensated equitably.



In addition to tech skills to keep up with digital transformation in their organizations, these are the most in-demand skills to look for in current HR professionals and prospective new hires:

- **Communication**—HR professionals must be able to communicate clearly—verbally and in writing—with everyone from employees to C-suite executives—sometimes across multiple countries and cultures. This often requires different communication styles for different audiences, but always in a positive and professional manner.
- **Listening**—Listening goes hand-in-hand with communicating, but is also its own separate skill. Active, empathetic listeners can do so without judgment and establish trust and credibility with their peers.
- **Coaching**—It's essential for today's HR professionals to help develop employees whose career goals align with company objectives. To do this, they must be able to effectively guide employees along traditional and nonlinear career paths, and fulfill their potential.
- **Strategic Thinking**—HR professionals at all levels must at least be able to understand HR strategy and how it fits in with the overall organizational vision. This strengthens the entire HR function, allowing it to be a stronger, more impactful strategic partner to company leaders.
- **Data Analysis**—Analyzing the ever-expanding amount of organizational data is critical to promoting HR strategy and making more informed decisions. HR professionals who can turn data into actionable insights can have a positive impact on employee recruitment, turnover, absenteeism, engagement, mobility, and retention.

According to our Global Workforce of the Future survey, a good majority of HR professionals are confident in their ability to bring their skill sets to new roles:

"My current skills are transferable to other roles within my industry."

66%

Human Resources Professionals

"My current skills are transferable to other industries."

61%

Human Resources Professionals

▲ **6%** from 2022-2032¹².

Employment of human resources specialists is projected to **grow 6% from 2022-2032**, faster than the average for all occupations.

78,700

78,700 openings for human resources specialists are projected each year, on average in that time period.¹²

Source:

¹²**Bureau of Labor Statistics**

Job Title	Base salary by company size				Base salary		
	Small	Medium	Large	Enterprise	Min	Max	AVG
Benefits Administrator	\$65,200	\$69,200	\$72,500	\$73,500	\$57,600	\$89,200	\$71,100
Benefits Specialist	\$111,700	\$114,550	\$123,550	\$126,300	\$101,400	\$142,600	\$119,500
Benefits Supervisor	\$102,350	\$105,000	\$112,750	\$115,200	\$90,100	\$133,700	\$109,100
Benefits Manager	\$119,300	\$122,150	\$132,450	\$135,300	\$105,300	\$156,100	\$128,100
Director of Benefits	\$167,400	\$172,850	\$212,950	\$217,350	\$155,600	\$232,800	\$195,100
Compensation Analyst	\$76,800	\$79,000	\$87,950	\$110,300	\$67,900	\$125,200	\$96,500
Compensation Supervisor	\$120,400	\$123,600	\$134,000	\$135,850	\$100,500	\$158,800	\$128,400
Compensation Manager	\$133,800	\$137,100	\$148,600	\$151,800	\$113,000	\$173,900	\$143,200
Compensation Director	\$183,750	\$189,000	\$223,100	\$228,150	\$160,400	\$237,900	\$203,200
Talent Acquisition Specialist	\$56,000	\$67,500	\$79,600	\$83,000	\$44,900	\$92,800	\$81,400
Talent Acquisition Manager	\$127,000	\$134,500	\$143,300	\$147,400	\$105,900	\$153,100	\$134,300
Director of Talent Acquisition	\$169,100	\$176,450	\$206,300	\$213,650	\$160,700	\$235,400	\$194,800
Employee Relations Specialist	\$68,300	\$71,750	\$74,950	\$76,550	\$58,700	\$92,900	\$73,300
Employee Relations Manager	\$119,900	\$128,450	\$133,200	\$134,550	\$100,000	\$156,900	\$127,800
HRIS Analyst	\$64,400	\$68,950	\$73,300	\$81,000	\$57,400	\$87,500	\$70,900
HRIS Manager	\$121,200	\$134,900	\$143,600	\$146,000	\$114,800	\$165,200	\$138,800
Human Resources Specialist	\$73,900	\$75,700	\$78,850	\$79,850	\$65,400	\$94,800	\$77,800

Human Resources

Job Title	Base salary by company size				Base salary		
	Small	Medium	Large	Enterprise	Min	Max	AVG
Human Resources Assistant	\$52,400	\$53,450	\$55,200	\$55,850	\$45,600	\$64,700	\$54,000
Human Resources Coordinator	\$52,400	\$53,450	\$55,200	\$55,850	\$45,600	\$64,700	\$54,000
Human Resources Generalist	\$73,900	\$75,700	\$78,875	\$79,850	\$65,400	\$94,800	\$77,800
Human Resources Manager	\$115,800	\$119,350	\$125,950	\$130,650	\$100,900	\$152,300	\$122,900
Human Resources Business Partner	\$103,000	\$104,250	\$108,550	\$110,350	\$86,900	\$130,800	\$106,200
Human Resources Analyst	\$74,400	\$78,950	\$83,300	\$83,950	\$67,400	\$97,500	\$80,900
Human Resources Director	\$166,500	\$176,100	\$191,300	\$202,300	\$146,700	\$228,300	\$185,100
Vice President of Human Resources	\$215,100	\$236,600	\$263,000	\$276,150	\$194,500	\$317,500	\$248,100
Chief Human Resources Officer	\$286,000	\$342,650	\$397,750	\$435,650	\$288,900	\$459,700	\$366,800
Organizational Development Specialist	\$77,800	\$81,700	\$84,600	\$86,600	\$66,900	\$103,700	\$82,900
Onboarding Coordinator	\$53,150	\$54,500	\$56,000	\$58,300	\$49,100	\$62,200	\$55,600
Learning & Development Specialist	\$63,250	\$66,500	\$69,800	\$73,150	\$50,100	\$91,500	\$67,700
Learning & Development Manager	\$121,150	\$124,000	\$126,500	\$129,300	\$113,200	\$135,600	\$125,000
Director of Learning & Development	\$152,750	\$157,000	\$161,300	\$166,450	\$130,500	\$189,500	\$158,000
Vice President of Learning and Development	\$156,150	\$159,500	\$162,750	\$167,200	\$152,000	\$222,500	\$153,200
Candidate Sourcer	\$76,000	\$79,600	\$83,700	\$85,000	\$64,900	\$102,800	\$81,400
Recruiter	\$68,000	\$75,600	\$79,400	\$80,500	\$42,500	\$94,600	\$77,500
Recruiting Manager	\$122,350	\$126,050	\$134,000	\$137,750	\$106,900	\$156,100	\$128,900
Diversity, Equity & Inclusion							
Diversity and Inclusion Specialist	\$77,000	\$81,150	\$85,200	\$86,250	\$65,600	\$105,700	\$82,700
Diversity and Inclusion Manager	\$130,100	\$137,750	\$145,500	\$149,700	\$114,400	\$171,600	\$141,300
Director of Diversity and Inclusion	\$193,400	\$207,050	\$219,600	\$229,900	\$160,400	\$261,000	\$212,600
Chief Diversity and Inclusion Officer	\$225,900	\$249,650	\$265,500	\$284,900	\$197,200	\$325,800	\$256,200
Diversity and Inclusion Data Analyst	\$61,000	\$63,350	\$65,650	\$67,150	\$52,500	\$81,600	\$64,100

Legal

As in other industries, AI and machine learning have been significant disruptors in the legal profession with the potential for more big changes in the near future. Digital transformation is automating, or at least augmenting, tasks like legal research and document analysis and drafting.

Additionally, the legal professionals we surveyed expect AI will be used increasingly for tasks like analyzing and processing data (31%) and language translation (30%).

These changes seem to be disproportionately impacting those in paralegal roles, as there is still a high demand for legal professionals with analytical, critical thinking, and negotiation skills. In fact, we also found that many legal professionals remain confident about the transferability of their skills compared to those in other sectors.

Automation is affecting paralegals

AI can process data, conduct research, identify important facts, output legal reports, and conduct other repetitive tasks much faster than human paralegals. However, those in paralegal and legal support roles should view AI as an opportunity for an evolution—not a dissolution—of their jobs. AI output still requires human oversight, which, in fact, makes it more necessary to have quality paralegal and legal support professionals reviewing and analyzing AI output.

“My current skills are transferable to other roles within my industry.”

65%

Legal Professionals

“My current skills are transferable to other industries.”

55%

Legal Professionals

Lockstep Compensation Model

The most prevalent model in the legal profession is lockstep compensation, which ties salaries, bonuses and promotions to seniority. In Big Law, all first-year associates earn the same salary (starting at around \$225,000) with automatic raises each year, irrespective of performance.

^ 4% from 2022-2032¹³.

Employment of paralegals and legal assistants is projected to **grow only 4% from 2022-2032** about as fast as the average for all occupations.

38,000

38,000 openings for paralegals and legal assistants are projected each year, on average in that time period.¹³

Source:

¹³**Bureau of Labor Statistics**



A mix of hard and soft skill sets may continue to protect lawyers from digital disruption.

Although paralegal and legal support tasks are more easily automated, legal talent with analytical, strategic, and negotiation skills are less likely to be replaced by AI. Legal professionals with critical-thinking and problem-solving skills are still in very high demand to manage complex legal challenges.

Additionally, verbal and written communication skills are still highly valued when interfacing with clients and colleagues. There will be increasing demand for legal experts on data privacy, cybersecurity, and intellectual property.

^ 8% from 2022-2032¹⁴.

Employment of lawyers is projected to **grow 8% from 2022-2032 faster** than the average for all occupations.

39,000

39,000 openings for lawyers are projected each year, on average in that time period.¹⁴

Source:

¹⁴**Bureau of Labor Statistics**

Legal

Law Firm Size Based on Number of Attorneys			
Small: 1-20 Attorneys	Medium: 20-100 Attorneys	Large: 100-500 Attorneys	Enterprise: 500+ Attorneys
Company Size Based on Number of Full Time Employees			
Small: 1-100 FTEs	Medium: 100-500 FTEs	Large: 500-15,000 FTEs	Enterprise: 15,000+ FTEs

Job Title	Base salary by firm or company size				Base salary		
	Small	Medium	Large	Enterprise	Min	Max	AVG
Law Firm - Attorney							
eDiscovery Attorney	\$101,700	\$107,700	\$117,700	\$123,300	\$92,600	\$146,400	\$112,500
Staff Attorney	\$125,200	\$142,100	\$156,300	\$165,200	\$97,500	\$172,500	\$145,100
Junior Associate	\$120,400	\$129,200	\$147,800	\$156,600	\$109,500	\$172,400	\$138,500
Mid-Level Associate	\$153,700	\$172,300	\$181,100	\$189,700	\$139,700	\$208,100	\$171,700
Senior Associate	\$169,000	\$178,500	\$199,300	\$208,800	\$154,400	\$226,600	\$188,900
Law Firm Counsel	\$192,000	\$204,400	\$227,000	\$239,400	\$176,800	\$256,900	\$215,700
Nonequity Partner	\$270,000	\$345,000	\$445,000	\$520,000	\$165,000	\$800,000	\$395,000
Equity Partner	\$860,000	\$1,040,000	\$1,280,000	\$1,360,000	\$500,000	\$1,400,000	\$1,200,000
Law Firm - Non-Attorney							
Attorney Recruiting	\$106,300	\$114,600	\$128,000	\$136,300	\$94,900	\$143,400	\$121,300
Case Assistant	\$58,500	\$61,300	\$66,900	\$69,700	\$52,600	\$80,500	\$64,100
Conflicts Analyst	\$59,700	\$65,000	\$69,500	\$74,600	\$56,200	\$81,600	\$68,500
Conflicts Management	\$94,900	\$100,300	\$112,300	\$117,700	\$87,000	\$139,000	\$106,300
Docketing Clerk	\$63,600	\$67,000	\$74,400	\$77,800	\$57,700	\$84,400	\$70,700
Firm Administrator	\$112,400	\$133,600	\$163,400	\$184,600	\$80,500	\$198,600	\$148,500
IP Docket Specialist	\$79,300	\$79,550	\$80,000	\$80,100	\$64,300	\$106,900	\$79,600
Legal Assistant/Secretary	\$68,800	\$74,000	\$81,300	\$86,200	\$62,300	\$91,100	\$77,650
Legal Project Management	\$86,700	\$92,000	\$100,800	\$106,100	\$79,500	\$117,800	\$96,400
Office Manager	\$77,300	\$84,100	\$92,300	\$97,200	\$74,400	\$103,400	\$87,300
Paralegal	\$78,200	\$83,300	\$103,100	\$111,000	\$61,100	\$122,900	\$93,200
Paralegal Manager	\$131,700	\$137,500	\$144,000	\$148,750	\$115,200	\$165,800	\$140,300
Patent Agent	\$107,100	\$108,550	\$111,600	\$112,700	\$83,300	\$136,400	\$110,200
Receptionist	\$41,200	\$43,100	\$46,900	\$48,800	\$38,100	\$52,600	\$45,000
Records Clerk	\$47,400	\$50,100	\$56,900	\$59,600	\$42,800	\$65,300	\$53,500
Records Manager	\$76,950	\$80,200	\$82,500	\$89,900	\$65,800	\$102,500	\$85,600

Legal

Job Title	Base salary by firm or company size				Base salary		
	Small	Medium	Large	Enterprise	Min	Max	AVG
Legal Billing Specialist	\$50,050	\$53,000	\$49,400	\$62,400	\$46,400	\$72,700	\$56,200
Legal Billing Coordinator	\$55,300	\$59,000	\$66,200	\$69,900	\$50,500	\$79,600	\$62,600
DEI & Professional Development	\$77,500	\$83,000	\$92,600	\$98,100	\$71,600	\$105,200	\$87,800
Research Librarian	\$97,300	\$99,500	\$104,600	\$105,150	\$83,300	\$122,000	\$100,900
Competitive Intelligence	\$97,300	\$99,500	\$104,600	\$105,150	\$83,300	\$122,000	\$100,900
In-House - Attorney							
eDiscovery Counsel	\$121,000	\$130,200	\$146,800	\$156,000	\$109,500	\$172,400	\$138,500
Corporate counsel	\$152,500	\$162,400	\$181,000	\$190,900	\$139,000	\$208,100	\$171,700
Senior Counsel	\$167,500	\$178,100	\$199,700	\$210,300	\$154,400	\$226,600	\$188,900
Associate/Assistant General Counsel	\$216,100	\$235,550	\$255,950	\$263,800	\$195,100	\$292,900	\$245,000
General Counsel/Chief Legal Counsel	\$293,900	\$379,600	\$429,400	\$491,400	\$301,000	\$496,800	\$400,000
In-House - Non-Attorney							
Compliance Specialist	\$73,600	\$78,200	\$88,200	\$92,800	\$67,700	\$105,500	\$83,200
Compliance Manager	\$122,500	\$127,700	\$137,250	\$140,100	\$107,800	\$164,200	\$132,200
Contract Specialist	\$73,500	\$77,600	\$86,200	\$90,300	\$66,800	\$103,600	\$81,900
Contract Manager	\$86,500	\$92,200	\$104,000	\$109,700	\$79,600	\$121,100	\$98,100
eDiscovery/Litigation Support Technologist	\$64,800	\$69,000	\$75,800	\$80,000	\$59,300	\$91,300	\$72,400
Executive Assistant	\$79,400	\$85,200	\$96,800	\$102,600	\$72,000	\$107,500	\$91,000
Legal Operations Management	\$93,800	\$99,400	\$109,800	\$115,400	\$87,200	\$125,600	\$104,600
Paralegal	\$84,300	\$89,000	\$97,400	\$102,100	\$78,200	\$111,000	\$93,200
Records Information Management	\$98,900	\$106,700	\$119,700	\$127,500	\$88,900	\$138,700	\$113,200
Regulatory Affairs Specialist	\$76,300	\$81,000	\$91,600	\$96,300	\$70,200	\$110,000	\$86,300
Risk Manager	\$117,800	\$121,650	\$127,900	\$132,500	\$104,000	\$147,200	\$124,900
Research Librarian	\$66,900	\$71,000	\$78,200	\$82,300	\$60,900	\$89,500	\$74,600

Marketing

Being at the forefront of change is nothing new for marketing firms and departments. Even before the pandemic accelerated digital transformation in all other industries, marketing professionals were focusing on reinventing buying habits and using data to better engage customers and personalize experiences. So, it should come as no surprise that, while AI and machine learning are significantly disruptive forces in other areas, these technologies are being embraced and leveraged in the marketing field.

AI means more opportunities for marketing professionals.

Yes, AI is having an adverse impact on certain marketing roles. Marketing departments and agencies are using AI to more quickly develop copy for emails and social posts and generate new ideas for content. Plus, AI tools are easily accessible and their ability to create professional-looking and eye-catching images in a matter of seconds is improving. These developments may be bad news for more traditional marketing writers and graphic designers, however, there is still a need for those professionals to work alongside AI to create smarter, more creative, more engaging marketing solutions.

In addition to creative and critical-thinking skills, marketing professionals with data analysis skills are in high demand by agencies and departments to derive actionable insights from ever-expanding datasets, optimize campaigns, and create more personalized experiences.

There is also a lot of confidence among the marketing professionals we surveyed. In our Global Workforce of the Future report, many said they believed that their skills are transferable to opportunities both inside and outside their specialty area.

“My current skills are transferable to other roles within my industry.”

60%

Marketing Professionals

“My current skills are transferable to other industries.”

50%

Marketing Professionals

DEI is a “must” for marketing teams.

In addition to finding new, more efficient ways to work with tech and data, changing demographics are also making it essential for today’s marketing teams and departments to take the lead in DEI initiatives.

Strategic DEI efforts energize marketing teams by introducing different perspectives, thoughts, and ideas in a field that depends heavily on developing new and creative solutions. In fact, according to research by Deloitte, more inclusive teams are six times more likely to be innovative and agile—both highly valuable attributes for marketing agencies and departments.

Another reason for marketing to advocate for more investment in DEI initiatives is the rapidly changing consumer demographics in the U.S. A recent study shows that the buying power of minority groups in the U.S. was at \$4.2 trillion in 2020 and is projected to reach \$7 trillion by 2025. Additionally, [research by Facebook](#) showed that more diverse representation in online marketing campaigns had higher ad recall in 90% of the simulations they ran proving that it is becoming increasingly essential for marketers to tap into diverse mindsets and adjust their content to resonate with different audiences.

^ 6% from 2022-2032¹³.

Employment of advertising, promotions, and marketing managers is projected to **grow 6% from 2022-2032**, faster than the average for all occupations.

34,000

34,000 openings for advertising, promotions, and marketing managers are projected each year, on average in that time period.¹⁵

Source:
¹⁵[Bureau of Labor Statistics](#)

^ 13% from 2022-2032¹³.

Employment of market research analysts is projected to **grow 13% from 2022-2032**, much faster than the average for all occupations.

94,000

94,000 openings for market research analysts are projected each year, on average in that time period.¹⁶

Source:
¹⁶[Bureau of Labor Statistics](#)

Marketing

Job Title	Base salary by company size				Base salary		
	Small	Medium	Large	Enterprise	Min	Max	AVG
Agency Account Services							
Account Coordinator	\$62,100	\$64,100	\$66,000	\$67,450	\$53,500	\$80,500	\$65,000
Account Executive	\$99,800	\$103,300	\$106,550	\$109,050	\$84,800	\$128,700	\$104,700
Account Supervisor	\$110,700	\$114,700	\$118,400	\$121,350	\$88,800	\$148,700	\$116,300
Account Director	\$155,000	\$159,800	\$169,300	\$175,200	\$125,000	\$215,500	\$165,500
Executive Vice President/Group Account Director	\$190,000	\$210,700	\$236,100	\$242,000	\$188,000	\$245,500	\$215,400
Art & Design							
Art Director	\$103,600	\$106,400	\$109,250	\$112,100	\$94,200	\$122,000	\$107,000
Associate Creative Director	\$140,000	\$145,200	\$149,600	\$154,200	\$120,000	\$174,000	\$147,000
Creative Director	\$148,200	\$149,800	\$153,600	\$155,300	\$118,900	\$194,700	\$151,700
Graphic Designer	\$69,000	\$70,400	\$71,900	\$72,250	\$57,700	\$87,200	\$70,800
Sr. Graphic Designer	\$102,300	\$104,400	\$106,900	\$107,450	\$82,700	\$133,100	\$105,300
Illustrator	\$59,000	\$60,250	\$61,400	\$61,750	\$49,500	\$79,000	\$60,500
Instructional Designer	\$78,000	\$81,500	\$83,500	\$83,800	\$68,900	\$99,300	\$81,800
Package Designer	\$73,300	\$76,900	\$78,350	\$78,650	\$62,200	\$97,600	\$77,000
Presentation Specialist	\$65,900	\$72,300	\$79,500	\$89,400	\$54,600	\$99,500	\$78,400
Production Artist	\$72,700	\$74,200	\$75,700	\$76,200	\$61,200	\$97,800	\$74,400
Communications							
Internal Communications Specialist	\$72,200	\$74,300	\$77,550	\$79,900	\$62,000	\$97,100	\$76,100
Internal Communications Manager	\$123,400	\$127,450	\$133,850	\$138,650	\$102,600	\$166,000	\$130,800
Internal Communications Director	\$188,600	\$196,050	\$209,900	\$219,700	\$156,100	\$257,900	\$203,700
Marketing Communications Specialist	\$73,300	\$75,250	\$77,500	\$79,400	\$62,100	\$97,600	\$76,400
Marketing Communications Manager	\$117,700	\$123,700	\$129,100	\$132,950	\$99,400	\$160,600	\$125,900
Marketing Communications Director	\$177,700	\$192,900	\$206,300	\$217,200	\$151,600	\$244,600	\$198,900
Vice President of Communications	\$188,500	\$237,700	\$262,900	\$267,300	\$198,600	\$300,300	\$246,100
Proposal Manager	\$88,400	\$92,650	\$96,650	\$99,200	\$66,400	\$129,700	\$94,000

Marketing

Job Title	Base salary by company size				Base salary		
	Small	Medium	Large	Enterprise	Min	Max	AVG
Grant Writer	\$73,600	\$76,400	\$79,200	\$80,850	\$62,400	\$93,600	\$77,300
Technical Writer	\$73,600	\$75,700	\$79,500	\$80,550	\$64,800	\$93,400	\$77,600
Copywriting							
Copywriter	\$70,000	\$72,800	\$75,200	\$76,650	\$61,300	\$90,600	\$73,800
Sr. Copywriter	\$102,100	\$107,400	\$111,200	\$113,900	\$88,200	\$139,600	\$108,700
Digital Design							
Digital Production Artist	\$72,700	\$74,200	\$75,700	\$78,200	\$65,000	\$86,000	\$75,500
Digital Designer	\$80,000	\$82,100	\$84,500	\$86,200	\$74,200	\$89,900	\$83,000
User Interface (UI) Designer	\$74,200	\$81,850	\$86,700	\$88,150	\$70,100	\$101,400	\$83,100
User Experience (UX) Designer	\$85,600	\$88,350	\$92,400	\$94,100	\$75,700	\$108,700	\$90,400
User Experience (UX) Director	\$192,700	\$212,900	\$227,200	\$230,350	\$184,700	\$256,100	\$217,100
Digital Marketing							
Content Specialist	\$72,400	\$74,250	\$78,200	\$79,250	\$63,600	\$92,500	\$75,400
Content Manager	\$131,900	\$137,850	\$143,650	\$148,300	\$115,400	\$171,500	\$140,800
Content Director	\$166,000	\$175,400	\$185,000	\$192,350	\$148,100	\$217,200	\$180,600
Data Analytics Manager	\$132,800	\$137,150	\$146,150	\$151,500	\$109,900	\$179,000	\$142,100
Digital Marketing Specialist	\$74,300	\$77,200	\$79,900	\$81,100	\$66,500	\$97,700	\$78,700
Digital Marketing Manager	\$116,500	\$124,450	\$130,600	\$133,450	\$102,200	\$161,500	\$127,100
Digital Producer	\$86,200	\$88,700	\$92,950	\$93,950	\$72,400	\$114,000	\$90,600
Digital Strategist	\$70,200	\$74,600	\$79,300	\$87,600	\$63,000	\$96,600	\$77,800
Director of Digital Marketing	\$176,200	\$190,200	\$200,900	\$205,700	\$155,600	\$237,600	\$194,500
E-Commerce Manager	\$112,500	\$117,350	\$125,000	\$129,650	\$96,200	\$152,700	\$121,200
E-Commerce Director	\$166,400	\$178,900	\$201,150	\$213,500	\$156,700	\$240,000	\$190,100
Email Marketing Specialist	\$73,500	\$75,400	\$77,650	\$78,950	\$62,200	\$97,100	\$76,400
Email Marketing Manager	\$86,100	\$88,350	\$91,250	\$92,950	\$72,400	\$113,200	\$89,600
Marketing Automation Manager	\$118,600	\$126,100	\$132,800	\$135,600	\$103,100	\$162,400	\$129,200

Marketing

Job Title	Base salary by company size				Base salary		
	Small	Medium	Large	Enterprise	Min	Max	AVG
Search Engine Optimization (SEO) Strategist	\$75,000	\$77,700	\$80,150	\$81,250	\$68,500	\$95,200	\$79,200
Social Media Coordinator	\$56,600	\$58,050	\$60,200	\$61,200	\$50,400	\$73,700	\$59,000
Social Media Specialist	\$69,700	\$71,550	\$74,525	\$75,750	\$63,700	\$90,200	\$72,900
Social Media Strategist	\$76,100	\$78,700	\$81,700	\$83,400	\$65,700	\$101,400	\$80,000
Social Media Manager	\$107,700	\$112,150	\$117,850	\$121,050	\$96,900	\$140,300	\$114,700
Social Media Director	\$168,600	\$178,300	\$191,600	\$199,650	\$159,900	\$219,600	\$184,600
Web Analytics	\$74,300	\$77,200	\$79,900	\$81,100	\$66,500	\$97,700	\$78,700
Editing							
Proofreader	\$56,500	\$58,450	\$60,200	\$61,400	\$47,500	\$74,600	\$59,100
Editor	\$74,900	\$78,300	\$81,300	\$83,000	\$63,200	\$96,100	\$79,200
Marketing & Sales							
Brand Manager	\$95,500	\$110,300	\$134,700	\$149,500	\$80,000	\$188,000	\$122,500
Channel Marketing Manager	\$94,500	\$105,200	\$134,800	\$145,500	\$82,325	\$174,680	\$120,000
Database Marketing Manager	\$123,400	\$129,900	\$137,900	\$140,550	\$105,300	\$164,600	\$133,900
Event Marketing Specialist	\$47,400	\$53,000	\$61,800	\$65,600	\$40,000	\$68,000	\$59,309
Event Marketing Manager	\$88,900	\$98,500	\$113,400	\$123,000	\$78,000	\$136,000	\$105,959
Field Marketing Manager	\$99,500	\$111,000	\$135,000	\$146,500	\$87,079	\$165,000	\$123,000
Market Research Manager	\$116,300	\$126,250	\$134,150	\$136,050	\$106,100	\$155,500	\$128,500
Vice President of Market Research	\$192,900	\$237,900	\$263,150	\$315,150	\$196,500	\$309,200	\$251,800
Marketing Coordinator	\$50,000	\$56,600	\$66,000	\$71,500	\$42,500	\$75,000	\$61,286
Marketing Specialist	\$78,300	\$79,600	\$81,800	\$82,800	\$64,200	\$99,300	\$80,100
Marketing Manager	\$112,100	\$116,300	\$128,700	\$132,200	\$101,300	\$153,800	\$123,700
Marketing Director	\$162,100	\$168,800	\$204,350	\$209,700	\$155,900	\$233,800	\$190,800
Product Marketing Manager	\$131,900	\$137,850	\$143,650	\$148,300	\$115,400	\$171,500	\$140,800
Product Marketing Director	\$192,100	\$204,150	\$216,175	\$226,650	\$174,600	\$252,100	\$210,400
Sales & Marketing Manager	\$131,750	\$137,100	\$143,125	\$147,350	\$115,400	\$174,600	\$139,800
Sales & Marketing Director	\$187,700	\$204,650	\$218,725	\$233,400	\$173,900	\$252,500	\$210,900

Marketing

Job Title	Base salary by company size				Base salary		
	Small	Medium	Large	Enterprise	Min	Max	AVG
Vice President of Marketing	\$219,400	\$232,100	\$347,850	\$355,900	\$242,700	\$359,500	\$299,200
Chief Marketing Officer	\$257,400	\$278,700	\$470,750	\$486,500	\$307,100	\$491,500	\$388,700
Media							
Media Planner	\$68,800	\$70,800	\$73,300	\$75,600	\$57,800	\$90,100	\$72,100
Media Buyer	\$47,800	\$54,200	\$69,700	\$76,100	\$39,028	\$98,410	\$61,974
Media Supervisor	\$108,900	\$114,500	\$126,000	\$131,600	\$101,659	\$138,902	\$120,281
Digital Media Planner	\$646,000	\$69,200	\$80,800	\$85,400	\$58,300	\$100,400	\$75,000
Media Director	\$137,700	\$150,500	\$176,500	\$189,300	\$120,000	\$207,000	\$163,500
Paid Media Manager	\$75,800	\$82,100	\$93,900	\$100,200	\$69,000	\$114,000	\$88,000
Public Relations							
Investor Relations Manager	\$135,300	\$141,450	\$153,050	\$156,750	\$119,300	\$183,200	\$147,100
Media Relations Manager	\$105,300	\$110,250	\$117,200	\$118,650	\$88,500	\$144,900	\$112,600
Public Relations Coordinator	\$61,800	\$62,900	\$65,250	\$65,900	\$53,800	\$81,000	\$63,700
Public Relations Specialist	\$73,700	\$74,650	\$77,150	\$78,050	\$62,700	\$92,300	\$76,000
Public Relations Manager	\$116,900	\$121,200	\$127,800	\$131,950	\$103,300	\$155,200	\$127,300
Public Relations Director	\$147,500	\$163,700	\$171,650	\$173,450	\$132,100	\$196,600	\$162,500
Vice President of Public Relations	\$200,150	\$238,450	\$280,350	\$335,750	\$189,300	\$335,900	\$264,400
Traffic & Production							
Ad Traffic Manager	\$73,300	\$74,000	\$76,000	\$76,700	\$72,500	\$77,500	\$75,000
Creative Services Manager	\$80,500	\$84,000	\$92,000	\$95,500	\$75,000	\$110,000	\$88,000
Print Production Manager	\$102,500	\$106,800	\$111,200	\$114,000	\$83,300	\$138,100	\$108,400
Project Manager	\$815,000	\$84,300	\$89,900	\$92,700	\$77,500	\$126,000	\$87,100
Director of Project Management	\$153,800	\$157,450	\$175,950	\$180,450	\$138,900	\$203,100	\$168,000
Traffic Coordinator	\$54,800	\$58,000	\$65,000	\$68,200	\$49,000	\$74,000	\$61,500
Digital Project Manager	\$110,700	\$122,400	\$136,050	\$144,600	\$98,500	\$162,000	\$126,693
Video							
Motion Graphics Designer/Animator	\$75,700	\$77,300	\$79,400	\$79,700	\$69,400	\$90,800	\$78,200
Video Editor	\$78,050	\$81,050	\$85,200	\$88,400	\$65,700	\$101,000	\$83,300
Video Producer	\$63,600	\$65,850	\$68,200	\$70,050	\$52,800	\$82,800	\$66,600

Nonprofit

Running efficiently is critical to a nonprofit's mission. So, it makes sense to use tech, such as AI, to automate repetitive, administrative tasks, allowing professionals in the nonprofit sector to focus on making more personal, empathetic connections, and building relationships with current and potential contributors. However, a survey from unite.ai found that, although 89% of nonprofits say that AI will improve efficiency, only 28% currently use it. This may be because it's difficult to find workers with tech skills in the nonprofit field.

That said, it's only a matter of time before nonprofits start to adopt advanced technology to help them more efficiently analyze data to more accurately identify potential donors, create highly targeted fundraising campaigns, evaluate program effectiveness, and even detect and prevent fraud. As these tasks are increasingly handled by tech, nonprofit employees will be valued for their human attributes.

Soft skills that will be in high demand include:

- **Emotional Intelligence**—To not only help people deal with challenging circumstances and events, but also facilitate effective and ethical collaboration between human workers and AI systems.
- **Relationship-Building**—To foster stronger connections with donors, as well as with colleagues.
- **Verbal and Written Communication**—Whether in a fundraising role, engaging with volunteers, or providing social services to people in need, nonprofit employees must be able to communicate clearly and empathetically—something AI has not perfected just yet.

If new roles are created in the nonprofit sector, many of the professionals we surveyed feel confident they have the skills to move into those new roles (though they're less confident about their ability to move to an entirely new industry).

▲ **5%** from 2022-2032¹⁷.

Employment of fundraisers is projected to **grow 5% from 2022-2032**, faster than the average for all occupations.

9,000

9,000 openings for fundraisers are projected each year, on average in that time period.¹⁷

Source:

¹⁷**Bureau of Labor Statistics**

“My current skills are transferable to other roles within my industry.”

56%

Fundraising Professionals

60%

Social Workers

“My current skills are transferable to other industries.”

52%

Fundraising Professionals

48%

Social Workers



Nonprofit

Job Title	Base salary by company size				Base salary		
	Small	Medium	Large	Enterprise	Min	Max	AVG
Nonprofit Manager	\$127,200	\$135,300	\$142,100	\$143,500	\$99,700	\$182,100	\$139,000
Fundraiser, Nonprofit	\$76,300	\$78,800	\$83,000	\$84,750	\$61,700	\$106,100	\$80,500
Bookkeeper, Nonprofit	\$47,200	\$50,100	\$55,700	\$58,600	\$43,000	\$62,900	\$52,900
Staff Accountant, Nonprofit	\$57,300	\$63,650	\$68,200	\$70,900	\$53,500	\$78,700	\$64,100
Senior Accountant, Nonprofit	\$99,500	\$106,000	\$119,600	\$126,100	\$82,300	\$138,500	\$102,800
Controller, Nonprofit	\$120,000	\$128,500	\$150,100	\$158,600	\$110,200	\$177,400	\$139,300
Account Executive, Nonprofit	\$95,100	\$101,000	\$115,000	\$120,900	\$87,200	\$133,300	\$108,000
Account Partner, Nonprofit	\$96,300	\$103,000	\$116,400	\$123,100	\$88,100	\$140,100	\$109,700
Audit Manager, Nonprofit	\$125,300	\$131,800	\$148,400	\$154,900	\$116,500	\$170,300	\$140,100
Human Resources Generalist, Nonprofit	\$58,600	\$61,200	\$67,400	\$70,000	\$54,800	\$78,300	\$64,300
HR Recruiter, Nonprofit	\$56,200	\$60,500	\$64,800	\$68,100	\$53,000	\$75,900	\$62,100
Executive Assistant, Nonprofit	\$51,800	\$53,550	\$55,600	\$57,500	\$46,600	\$65,700	\$54,500
Executive Director, Nonprofit	\$177,000	\$184,250	\$197,800	\$205,950	\$139,100	\$252,100	\$191,200
Grant Writer	\$73,100	\$75,800	\$77,600	\$80,300	\$61,500	\$92,200	\$76,200
Grant Specialist	\$76,300	\$78,800	\$83,000	\$84,750	\$61,700	\$106,100	\$80,500
Case Manager	\$84,100	\$90,950	\$94,600	\$96,500	\$73,800	\$107,300	\$92,300
Content Creator	\$55,000	\$59,500	\$63,800	\$68,200	\$51,800	\$82,900	\$61,300
Member Engagement	\$78,400	\$80,850	\$84,450	\$86,600	\$65,400	\$106,400	\$82,600
Development/Donor Administrator	\$61,800	\$63,350	\$67,000	\$68,900	\$54,000	\$81,900	\$65,300
Database Management	\$45,000	\$55,500	\$74,500	\$79,000	\$28,000	\$84,000	\$65,050

Supply Chain & Logistics

Digital disruption has pushed supply chain and logistics companies into new ways of working that require them to find the most efficient ways for people and technology to cooperate. Those who can meet the challenges of simultaneously increasing innovation and productivity will find themselves with a significant competitive advantage.

While most supply chain and logistics companies recognize the potential of next-gen tech like GenAI and are investing in it, executing on their vision has been difficult. According to research conducted by Ernst & Young:

- 73% of supply chain and operations executives plan to deploy GenAI.
- 80% are making it a high priority because they believe it can reinvent supply chains.
- However, only 7% have completed implementation.

Those front-runner companies that are further along in the digital transformation of their supply chains are already experiencing improvements in:

- Logistic network design
- Global trade optimization
- Demand forecasting

What are the next-gen skills that supply chain and logistics companies should seek?

Of course, there is a high demand for tech talent in the supply chain and logistics space, specifically talent that can develop, train, implement, maintain, and optimize rapidly advancing AI technology. However, there simply aren't enough workers (yet) to fill these demands.

Forward-thinking companies are filling the gaps by employing talent acquisition strategies that both recruit new talent and identify high-potential employees within the organization that can be upskilled into evolving and emerging roles.

These companies are looking for talent with a mix of the right hard and soft skills, including:

- **Collaboration and Communication**—Supply chain and logistic professionals must work with others—and with technology—to quickly identify challenges and solutions before they escalate. Additionally, they must be able to coordinate the execution of these solutions, delegate tasks, and communicate clearly to minimize delays and costs, and improve overall performance.
- **Critical Thinking and Problem-Solving**—In today’s fast-paced supply chain and logistics environment, it’s critical to be able to quickly manage complex challenges, apply new technologies, and develop innovative solutions, often under tight deadlines.
- **Data Analysis**—Supply chains generate more data than ever, and companies increasingly need to collect and analyze data, generate actionable insights, and make predictions, improvements, and more informed decisions.

The good news is that many supply chain and professionals have the essential skill sets to be upskilled to meet the needs of companies eager to accelerate digital transformation—and they are confident that their skill sets are transferable to these emerging roles. Those we surveyed in our Global Workforce of the Future report said they were confident that their skills are transferable to opportunities both inside and outside their specialty area.

“My current skills are transferable to other roles within my industry.”

60%

Supply Chain & Logistics Professionals

▲ 18% from 2022-2032¹⁸.

Employment of logisticians is projected to grow 18% from 2022-2032, much faster than the average for all occupations.

“My current skills are transferable to other industries.”

57%

Supply Chain & Logistics Professionals

22,000

22,000 openings for logisticians are projected each year, on average in that time period.¹⁸

Source:
¹⁸Bureau of Labor Statistics

Supply Chain & Logistics

Job Title	Base salary by company size				Base salary		
	Small	Medium	Large	Enterprise	Min	Max	AVG
Buyer	\$70,200	\$72,350	\$76,225	\$78,800	\$62,700	\$92,000	\$74,900
Senior Buyer	\$112,200	\$114,450	\$120,850	\$129,050	\$97,600	\$143,900	\$118,500
Demand Planner	\$74,600	\$81,100	\$95,000	\$98,300	\$65,300	\$110,600	\$82,200
Distribution Manager	\$98,100	\$105,600	\$111,700	\$113,750	\$71,100	\$141,900	\$98,500
Environmental Health and Safety Specialist	\$79,400	\$82,450	\$86,500	\$87,650	\$67,600	\$102,300	\$84,400
Environmental Health and Safety Manager	\$120,800	\$125,200	\$131,300	\$133,000	\$102,300	\$158,200	\$128,100
Import/Export Specialist	\$69,350	\$72,350	\$74,900	\$77,200	\$63,600	\$77,900	\$56,100
Import/Export Manager	\$105,500	\$115,150	\$129,150	\$132,150	\$95,200	\$153,200	\$125,000
Inventory Control Specialist	\$67,700	\$70,000	\$72,900	\$73,650	\$61,700	\$87,000	\$71,600
Inventory Control Manager	\$100,800	\$104,850	\$109,850	\$110,950	\$87,300	\$134,100	\$107,300
Logistics Coordinator	\$49,900	\$51,300	\$53,300	\$54,150	\$43,800	\$63,800	\$52,200
Logistics Analyst	\$72,600	\$74,050	\$77,800	\$78,650	\$63,600	\$93,800	\$75,700
Logistics Manager	\$115,200	\$118,050	\$125,050	\$127,050	\$100,500	\$151,800	\$121,000
Director of Logistics	\$172,200	\$186,700	\$199,375	\$202,600	\$154,200	\$234,200	\$189,700
Vice President of Logistics	\$213,400	\$243,600	\$265,400	\$271,400	\$186,500	\$315,700	\$247,100
Materials Manager	\$116,100	\$120,950	\$130,100	\$133,800	\$100,200	\$157,900	\$125,300
Operations Analyst	\$68,500	\$72,000	\$79,400	\$82,900	\$63,600	\$93,800	\$75,700
Operations Manager	\$116,400	\$120,550	\$126,400	\$131,800	\$103,900	\$146,200	\$122,800
Director of Operations	\$167,000	\$177,400	\$203,000	\$213,400	\$154,700	\$234,800	\$190,200
Vice President of Operations	\$220,000	\$294,700	\$398,850	\$460,650	\$256,200	\$470,600	\$362,300
Chief Operating Officer	\$257,900	\$382,900	\$534,700	\$719,500	\$370,300	\$729,000	\$533,600
Plant Manager	\$148,700	\$152,000	\$156,500	\$162,250	\$116,500	\$210,300	\$154,300
Production Planner	\$75,250	\$79,000	\$82,500	\$87,150	\$59,800	\$105,600	\$80,200
Production Supervisor	\$80,500	\$81,850	\$85,050	\$85,750	\$68,600	\$107,200	\$83,700
Purchasing/Procurement Specialist	\$52,100	\$56,000	\$69,500	\$87,600	\$44,100	\$88,900	\$67,100
Purchasing/Procurement Manager	\$123,000	\$133,100	\$147,300	\$199,500	\$109,500	\$212,900	\$173,800

Supply Chain & Logistics

Job Title	Base salary by company size				Base salary		
	Small	Medium	Large	Enterprise	Min	Max	AVG
Director of Purchasing/ Procurement	\$187,100	\$195,350	\$212,000	\$220,300	\$157,000	\$257,500	\$204,000
Vice President of Purchasing/ Procurement	\$207,500	\$222,700	\$248,500	\$265,500	\$189,700	\$293,900	\$236,700
Shipping/Receiving Coordinator	\$110,700	\$120,050	\$124,600	\$126,550	\$95,900	\$151,000	\$119,800
Sourcing Specialist	\$79,400	\$82,950	\$85,750	\$87,350	\$67,100	\$106,200	\$83,900
Sourcing Manager	\$128,600	\$135,200	\$140,750	\$143,100	\$106,000	\$172,100	\$136,700
Supply Chain Planner	\$71,500	\$74,150	\$77,150	\$79,700	\$64,200	\$93,000	\$75,800
Supply Chain Analyst	\$74,300	\$77,900	\$80,800	\$82,900	\$65,900	\$96,900	\$79,000
Supply Chain Coordinator	\$49,600	\$51,750	\$53,400	\$54,550	\$42,800	\$65,200	\$52,400
Supply Chain Manager	\$119,900	\$126,200	\$131,800	\$135,950	\$106,800	\$158,500	\$128,200
Director of Supply Chain	\$170,700	\$189,400	\$199,800	\$206,000	\$157,600	\$231,500	\$191,800
Vice President of Supply Chain	\$170,700	\$189,400	\$199,800	\$206,000	\$157,600	\$231,500	\$191,800
Transportation Manager	\$90,500	\$105,050	\$112,400	\$113,550	\$86,400	\$142,800	\$108,800
Warehouse Manager	\$92,600	\$95,900	\$103,400	\$105,350	\$78,800	\$126,400	\$99,400



Technology

It should come as no surprise that AI skills are some of the most sought-after in the IT and tech sector. In fact, according to CompTIA, AI skills are the most in-demand for their training and certifications. Leading IT and technology companies, departments, and professionals recognize the significance of this disruptive force and are actively trying to better understand how they can utilize it for their business's needs.

On the other hand, the second-ranked skill on CompTIA's list may come as a bit of a surprise: Technical Support. While many aspects of tech support might seem ripe for replacement by AI, this underscores the importance of finding and retaining IT and tech professionals who have essential tech support skills—problem-solving skills, customer-service skills, and communication skills. Here are some of the other top skills you should be looking for in IT and tech professionals:

- **Cloud Computing**—These include configuration, deployment, security, management, and end-user support.
- **User Experience (UX)**—These include how to conduct research, design, code, and manage projects end-to-end.
- **Programming**—Languages such as SQL, Java, JavaScript, Python, Linux, and Oracle.
- **Information Security**—All IT and tech professionals must have at least a fundamental understanding of information security, even those who aren't pursuing a career path in cybersecurity.
- **Soft Skills**—Adaptability, empathy, teamwork, communication and active listening are just as important to employers as technical skills are.
- **Project Management**—This includes a general understanding of various project management methodologies (e.g., waterfall, agile, scrum) and how to efficiently manage a project lifecycle.
- **Written and Verbal Communication**—For collaborating with your team, but also for articulating technical information in a clear and understandable way to internal stakeholders, clients, and customers.
- **Creativity and Risk-Management**—Why do these two go hand-in-hand? Because IT and tech professionals must be able to pursue various, often unexplored, solutions to new problems while, at the same time, assessing the risk involved and making intelligent and informed decisions.

The fact that many top IT and tech professionals already possess these skills was echoed in the responses to our Global Workforce of the Future survey where a remarkable 70% of tech professionals said they feel their skills are transferable to new roles.

“My current skills are transferable to other roles within my industry.”

70%

Technology Professionals

↑ 32% from 2022-2032¹⁹.

Employment of information security analysts is projected to **grow 32% from 2022-2032**, much faster than the average for all occupations.

“My current skills are transferable to other industries.”

67%

Technology Professionals

16,800

16,800 openings for information security analysts are projected each year, on average in that time period.¹⁹

Source:
¹⁹[Bureau of Labor Statistics](#)



Technology

Job Title	Base salary by company size				Base salary		
	Small	Medium	Large	Enterprise	Min	Max	AVG
Software Development Lifecycle (SDLC)							
.NET Developer	\$85,900	\$98,300	\$102,700	\$109,800	\$102,000	\$169,500	\$133,500
Android Developer	\$125,100	\$132,000	\$138,200	\$145,100	\$88,900	\$212,250	\$136,800
Applications Architect	\$130,200	\$137,500	\$144,200	\$151,100	\$110,000	\$219,150	\$141,500
Applications Developer	\$87,200	\$96,300	\$106,450	\$109,300	\$80,100	\$125,300	\$101,300
Applications Engineer	\$122,900	\$125,900	\$130,200	\$132,800	\$110,250	\$148,700	\$128,500
Technical Business Analyst	\$94,500	\$101,400	\$110,500	\$112,050	\$80,300	\$130,000	\$105,150
Front End Developer	\$105,200	\$110,400	\$115,200	\$119,900	\$83,300	\$172,000	\$113,800
Full-Stack Developer	\$130,000	\$134,900	\$140,200	\$144,750	\$87,500	\$193,750	\$138,200
iOS Developer	\$120,550	\$126,300	\$129,950	\$135,700	\$88,900	\$193,250	\$127,850
IT Program Manager	\$140,150	\$144,350	\$151,000	\$156,100	\$122,600	\$170,500	\$146,500
IT Project Coordinator	\$78,000	\$80,600	\$83,500	\$84,550	\$71,500	\$90,900	\$81,600
IT Project Manager	\$105,750	\$109,150	\$112,300	\$117,050	\$84,400	\$145,600	\$110,200
Java Developer Sr	\$135,550	\$140,300	\$145,950	\$151,700	\$109,250	\$207,600	\$142,450
Java Developer	\$97,750	\$101,300	\$104,150	\$108,600	\$82,500	\$127,500	\$102,500
Mainframe Programmer	\$73,750	\$78,650	\$83,350	\$85,300	\$67,000	\$106,100	\$80,700
Product Owner	\$138,100	\$144,450	\$149,850	\$154,500	\$115,800	\$185,000	\$146,500
Python Developer	\$125,600	\$135,000	\$148,200	\$155,600	\$100,000	\$220,000	\$135,500
Quality Assurance Automation Tester	\$105,950	\$110,200	\$113,500	\$118,050	\$78,200	\$139,800	\$111,400
Quality Assurance Manual Tester	\$85,250	\$88,100	\$91,450	\$95,750	\$58,950	\$125,000	\$90,000
Quality Assurance Specialist	\$82,250	\$83,450	\$85,700	\$86,600	\$72,000	\$102,400	\$84,500
Scrum Master	\$104,300	\$106,900	\$110,400	\$111,600	\$85,200	\$133,700	\$108,600
Software Quality Assurance Analyst	\$91,250	\$94,700	\$98,150	\$102,550	\$75,800	\$143,500	\$96,300
Solution Architect	\$150,350	\$155,750	\$160,400	\$165,850	\$110,000	\$219,050	\$157,900
Solution Engineer	\$99,850	\$103,250	\$107,550	\$112,300	\$82,500	\$134,000	\$105,200

Technology

Job Title	Base salary by company size				Base salary		
	Small	Medium	Large	Enterprise	Min	Max	AVG
Technical Trainer	\$76,150	\$78,450	\$81,600	\$85,250	\$67,200	\$111,000	\$80,100
Technical Writer	\$73,700	\$75,700	\$79,475	\$80,550	\$64,800	\$93,400	\$77,600
UX Developer	\$108,750	\$112,250	\$115,600	\$120,050	\$91,900	\$153,500	\$113,700
UX Designer	\$77,250	\$80,000	\$82,750	\$86,400	\$65,150	\$98,200	\$81,300
Web Application Developer	\$89,750	\$92,300	\$95,400	\$100,050	\$74,000	\$145,500	\$93,800
Infrastructure							
Applications Systems Analyst	\$78,250	\$81,000	\$84,600	\$89,150	\$61,300	\$128,400	\$82,900
Citrix Administrator	\$96,400	\$121,600	\$138,200	\$144,900	\$78,000	\$151,000	\$124,950
Cloud Architect	\$104,200	\$128,100	\$142,400	\$155,500	\$94,000	\$211,000	\$140,000
Cloud Engineer	\$100,400	\$103,100	\$110,300	\$119,850	\$86,300	\$193,000	\$115,200
DevOps Engineer	\$140,350	\$145,000	\$150,750	\$157,300	\$79,100	\$184,500	\$147,500
Enterprise Infrastructure Architect	\$111,700	\$117,750	\$122,850	\$134,800	\$94,400	\$198,900	\$120,400
Help Desk Support I	\$48,400	\$49,300	\$50,750	\$52,000	\$44,900	\$55,300	\$50,200
Help Desk Support II	\$56,750	\$57,850	\$59,600	\$61,000	\$52,600	\$65,300	\$59,300
Help Desk Support III	\$83,800	\$85,600	\$88,900	\$92,750	\$73,400	\$106,700	\$87,300
Linux Administrator	\$93,800	\$96,450	\$101,050	\$101,900	\$78,000	\$129,800	\$98,800
Microsoft 365 Specialist	\$78,500	\$95,200	\$112,600	\$125,000	\$51,000	\$140,500	\$84,500
Network Administrator	\$100,200	\$102,700	\$114,800	\$120,300	\$91,400	\$129,800	\$102,850
Network Architect	\$110,500	\$122,900	\$132,200	\$139,400	\$98,700	\$185	\$123,500
Network Engineer	\$102,600	\$107,500	\$119,200	\$122,600	\$94,200	\$148,900	\$109,850
Network Operations Center Technician	\$68,200	\$72,050	\$85,200	\$96,500	\$64,200	\$106,800	\$71,000
Desktop Support Tech	\$48,800	\$58,600	\$63,300	\$69,300	\$40,800	\$87,500	\$61,700
Site Reliability Engineer	\$107,100	\$113,300	\$124,150	\$128,750	\$92,000	\$189,900	\$115,800
Software Support Engineer	\$88,900	\$91,950	\$95,300	\$96,200	\$70,700	\$109,600	\$93,600
System Engineer	\$97,900	\$107,200	\$129,450	\$140,500	\$69,000	\$180,500	\$117,000
Systems Administrator	\$87,900	\$91,950	\$94,600	\$96,800	\$74,100	\$135,500	\$92,800
Systems Architect	\$122,800	\$148,400	\$170,400	\$196,200	\$96,500	\$201,200	\$139,000
UNIX Administrator	\$105,150	\$108,250	\$113,300	\$114,450	\$87,400	\$139,800	\$110,900

Technology

Job Title	Base salary by company size				Base salary		
	Small	Medium	Large	Enterprise	Min	Max	AVG
Enterprise Systems							
Business Systems Analyst	\$74,050	\$80,000	\$86,200	\$87,450	\$71,100	\$103,100	\$85,500
CRM Application Administrator	\$105,000	\$106,500	\$113,400	\$117,750	\$97,900	\$114,800	\$107,900
CRM Integration Specialist	\$121,300	\$140,000	\$158,100	\$165,300	\$115,100	\$175,000	\$146,200
CRM Program Director	\$167,900	\$188,400	\$196,900	\$199,900	\$165,800	\$219,000	\$188,800
Salesforce Developer	\$117,250	\$121,000	\$125,500	\$130,750	\$96,100	\$180,400	\$123,000
ERP Administrator	\$74,250	\$76,200	\$78,750	\$81,450	\$61,100	\$94,800	\$77,400
ERP Programmer	\$96,950	\$99,800	\$103,600	\$107,250	\$80,400	\$123,300	\$101,600
ERP Analyst	\$118,500	\$122,000	\$126,900	\$131,500	\$97,400	\$159,400	\$126,000
ERP System Administration Manager	\$140,400	\$145,350	\$152,100	\$158,350	\$116,100	\$179,400	\$148,600
GIS Analyst	\$74,250	\$78,300	\$80,950	\$81,850	\$64,600	\$98,300	\$79,100
SAP Basis Consultant	\$131,600	\$142,050	\$156,750	\$160,950	\$115,600	\$176,400	\$148,600
SAP Project Manager	\$78,300	\$85,600	\$90,500	\$93,200	\$62,300	\$130,200	\$89,500
SAP Program Manager	\$138,750	\$144,150	\$148,950	\$154,800	\$111,800	\$185,700	\$146,500
Security							
Cloud Security Analyst	\$89,500	\$90,250	\$102,500	\$107,700	\$67,000	\$135,200	\$94,500
Cloud Security Architect	\$126,000	\$135,900	\$147,500	\$153,600	\$94,000	\$212,000	\$141,000
Cloud Security Engineer	\$120,750	\$125,500	\$129,800	\$135,150	\$83,000	\$184,600	\$127,300
Cyber Security Analyst	\$92,700	\$95,450	\$99,100	\$102,050	\$76,800	\$120,000	\$97,400
Cyber Security Engineer	\$108,500	\$115,600	\$125,900	\$140,900	\$67,000	\$189,000	\$112,000
Cyber Security Architect	\$128,150	\$132,550	\$137,300	\$156,000	\$130,000	\$193,500	\$141,800
Data Security Analyst	\$85,700	\$91,050	\$93,000	\$92,950	\$76,800	\$111,700	\$91,900
Information Security Administrator	\$73,000	\$76,750	\$77,850	\$78,000	\$63,600	\$90,400	\$76,200
Information Security Analyst	\$85,700	\$91,050	\$93,000	\$92,950	\$76,800	\$111,700	\$91,900
Information Security Engineer	\$107,500	\$112,050	\$116,500	\$118,200	\$96,600	\$139,200	\$116,600
Information Security Supervisor	\$85,700	\$88,150	\$90,950	\$93,900	\$71,100	\$111,900	\$89,500

Technology

Job Title	Base salary by company size				Base salary		
	Small	Medium	Large	Enterprise	Min	Max	AVG
Information Technology Auditor	\$106,250	\$110,300	\$113,700	\$118,450	\$71,100	\$155,350	\$111,500
Systems/Application Security Analyst	\$78,000	\$85,150	\$93,850	\$96,350	\$70,500	\$110,900	\$89,400
Data							
Artificial Intelligence (AI) Engineer	\$130,150	\$134,000	\$137,600	\$143,250	\$102,900	\$193,600	\$135,300
Business Intelligence Analyst	\$852,650	\$89,700	\$94,200	\$95,300	\$71,800	\$115,300	\$90,700
Business Intelligence Developer	\$89,900	\$96,400	\$115,600	\$129,600	\$72,000	\$146,000	\$102,000
Business Intelligence Architect	\$120,800	\$126,400	\$130,200	\$146,500	\$89,000	\$182,000	\$127,000
Data Analyst	\$83,600	\$84,400	\$87,000	\$88,950	\$68,300	\$111,000	\$86,000
Data Scientist	\$130,750	\$135,200	\$140,150	\$145,600	\$81,800	\$189,900	\$138,500
Data Architect	\$109,500	\$113,200	\$122,700	\$130,300	\$91,700	\$170,400	\$120,500
Data Warehouse Specialist	\$94,300	\$97,950	\$103,200	\$114,850	\$79,900	\$163,000	\$110,600
Database Administrator	\$99,200	\$101,000	\$103,350	\$104,200	\$82,600	\$122,800	\$101,900
Database Analyst	\$74,700	\$85,900	\$88,600	\$97,300	\$66,400	\$122,000	\$86,300
Database Engineer	\$104,000	\$116,500	\$130,200	\$143,400	\$80,400	\$195,600	\$127,300
Database Report Writer	\$77,700	\$79,900	\$84,000	\$85,600	\$64,300	\$103,800	\$81,900
Machine Learning (ML) Engineer	\$120,500	\$135,600	\$179,500	\$225,000	\$99,800	\$255,000	\$155,600
Natural Language Processing (NLP) Engineer	\$114,500	\$122,900	\$138,500	\$144,500	\$97,500	\$185,500	\$128,500
Oracle Database Administrator	\$119,400	\$121,850	\$126,900	\$128,200	\$96,500	\$149,400	\$124,400
Reporting Analyst	\$72,000	\$84,900	\$94,500	\$102,900	\$55,000	\$122,000	\$78,000
SQL Server Database Administrator	\$89,500	\$96,350	\$112,500	\$120,500	\$80,000	\$140,500	\$93,500
Leadership							
Applications Development Manager	\$135,200	\$175,600	\$195,600	\$205,600	\$114,000	\$230,000	\$163,000
Chief Data Officer (CDO)	\$309,450	\$355,250	\$393,700	\$432,850	\$257,300	\$479,600	\$371,300
Chief Information Security Officer (CISO)	\$200,100	\$231,150	\$262,100	\$276,900	\$197,000	\$294,200	\$245,900
Chief Product Officer (CPO)	\$261,000	\$290,400	\$319,175	\$343,550	\$250,000	\$354,500	\$302,500
Chief Information Officer (CIO)	\$320,600	\$336,700	\$347,500	\$358,600	\$289,600	\$399,200	\$339,900

Technology

Job Title	Base salary by company size				Base salary		
	Small	Medium	Large	Enterprise	Min	Max	AVG
Chief Technology Officer (CTO)	\$251,800	\$301,500	\$343,950	\$381,950	\$243,800	\$408,200	\$317,100
Cyber Security Manager	\$149,900	\$154,900	\$162,100	\$167,450	\$118,400	\$196,700	\$158,600
Cyber Security Director	\$212,600	\$222,100	\$237,800	\$249,100	\$188,100	\$281,900	\$230,300
Data Center Manager	\$128,600	\$134,500	\$144,100	\$148,650	\$118,600	\$166,600	\$139,300
Data Center Director	\$172,500	\$182,400	\$199,325	\$208,200	\$158,400	\$229,400	\$190,800
Data Management Director	\$200,100	\$216,400	\$229,650	\$241,900	\$165,600	\$263,500	\$221,500
Database Administration Manager	\$140,000	\$146,450	\$157,950	\$165,300	\$125,200	\$180,900	\$152,900
Information Security Manager	\$137,400	\$151,100	\$156,200	\$158,450	\$128,800	\$181,500	\$153,100
Information Security Director	\$161,500	\$183,650	\$206,500	\$216,550	\$148,900	\$233,500	\$191,600
Information Technology Director	\$181,450	\$195,450	\$207,450	\$216,550	\$163,900	\$238,600	\$200,900
Information Technology Manager	\$134,300	\$140,150	\$145,000	\$149,200	\$120,000	\$169,000	\$142,600
Information Technology Vice President	\$219,350	\$272,700	\$354,200	\$419,650	\$260,200	\$419,100	\$331,200
Network Operations Center Director	\$175,800	\$186,950	\$199,500	\$210,100	\$161,450	\$226,800	\$191,750
Network Operations Center Manager	\$123,150	\$126,750	\$135,600	\$140,200	\$107,800	\$160,000	\$131,700
Network Manager	\$135,900	\$145,600	\$152,300	\$159,600	\$115,900	\$168,400	\$141,500
Network Director	\$156,300	\$168,200	\$179,600	\$185,600	\$143,500	\$204,400	\$172,900
Network Vice President	\$185,600	\$189,900	\$192,800	\$215,900	\$170,900	\$231,300	\$196,100
PMO Manager	\$135,700	\$140,750	\$153,050	\$155,650	\$121,500	\$175,600	\$146,700
PMO Director	\$171,600	\$184,050	\$202,775	\$207,350	\$158,400	\$229,500	\$191,800
Product Manager	\$135,600	\$145,600	\$155,800	\$162,050	\$128,500	\$177,900	\$150,300
Product Vice President	\$169,500	\$175,800	\$186,900	\$195,600	\$157,600	\$220,800	\$186,300
Product Director	\$158,400	\$169,600	\$189,600	\$192,050	\$142,600	\$206,900	\$175,800
Quality Assurance Manager	\$120,800	\$126,400	\$132,925	\$134,400	\$108,100	\$158,500	\$129,400
Software Engineering Manager	\$146,400	\$157,500	\$165,625	\$169,850	\$135,900	\$230,000	\$161,500
Software Engineering Director	\$193,000	\$209,050	\$229,700	\$245,600	\$184,700	\$262,000	\$219,000
Information Systems Manager	\$129,900	\$138,500	\$155,300	\$165,200	\$108,000	\$176,800	\$140,000



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