



## NEW YORK

### 2016 INSIGHT

Recruitment volumes were muted across many sectors in the first half of 2016, with the exception of accountancy and finance, where recruitment levels remained stable throughout the year. In the second half of 2016, hiring volumes increased, though the presidential election remained a significant source of uncertainty for both employers and jobseekers.

Uncertainties ahead of the election led many employers to adopt a cautious approach to recruitment, insisting on candidates with specific niche skill sets. Hiring processes often lasted up to two months, as additional interview stages were added.

In financial services, pressure from regulators continued to drive strong demand for specialists in compliance, risk and legal. With demand for top talent outstripping supply, professionals in these fields were able to secure significant pay increases when they changed jobs.

Elsewhere, digital media and technology represented major growth areas, particularly for IT professionals, as well as creating attractive opportunities for sales, marketing and finance

specialists. Software engineers were also highly sought after across all levels of seniority, with employers forced to compete for top talent by offering generous salaries and bonus packages.

### 2017 EXPECTATIONS

In 2017 we expect regulatory compliance to remain a priority for financial services firms. Demand for accountancy professionals with a compliance or regulatory background will therefore be strong, and as a result, these professionals will be able to command generous salaries.

Digital media and technology will also continue to grow in 2017. As companies in these sectors look to expand, junior to mid-level business development professionals will be highly sought after, particularly those who can demonstrate a strong understanding and awareness of the product. As media and digital firms continue to face a chronic shortage of software developers, swift and efficient hiring processes will be vital to secure top talent.

Overall, we expect 2017 to be a buoyant year for recruitment, with many firms looking to

actively increase headcount. However, with the exception of certain niche skill sets, it is likely salaries will remain stable. In this climate, employers looking to secure top talent should focus on their ability to offer a positive company culture, work-life balance initiatives, and potential for long-term career development, particularly when looking to recruit Millennial professionals.

### ACCOUNTING & FINANCE

Job volumes were high throughout 2016, despite uncertainty surrounding the presidential election. Candidates were somewhat hesitant to move roles earlier in the year, despite the buoyant market, but their willingness to change jobs increased in the second half of 2016.

Demand was highest for finance and accountancy professionals with strong technical skills in US GAAP and IFRS. An increase in M&A activity also resulted in a healthy demand for those with extensive experience in valuation and corporate finance. Given the high demand for these skill sets, employers were forced to become more adaptable in terms of salaries and other benefits, in order to secure top talent.

# OVERVIEW

In 2017, we expect to see a continuing rise in salaries for accountancy professionals with strong regulatory skills. The number of roles relating to M&A is also expected to increase, with candidates possessing strong technical skills in this area highly sought after.

## BANKING OPERATIONS & FINANCE

Hiring activity was subdued in 2016 as uncertainty in the financial markets caused many employers to postpone non-essential recruitment. Senior hiring was most significantly impacted, with more roles available for junior professionals. A continued focus on regulatory compliance shaped hiring activity, with many firms nearshoring regulatory functions outside major business centers, driving up job volumes in these regions.

In 2017, demand for regulatory professionals may fall slightly compared to 2016, with employers favouring product control and operations staff. In these areas, employers will face skills shortages as a result of having downsized significantly over the past five years due to their focus on controlling costs and rebuilding balance sheets after the global financial crisis.

While salary growth in 2017 is expected to be limited, managers looking to secure top talent will still need to offer competitive packages – ensuring they move quickly with offers to avoid losing out on the best candidates.

## INFORMATION TECHNOLOGY

After a steady start in the first half of 2016, IT hiring picked up in the second half of the year, with demand for software engineers particularly high. Increased hiring, coupled with a shortage of candidates with in-demand skills meant that employers were keen to retain good staff, and counter-offers were a popular strategy to avoid losing employees to rivals.

When looking to attract top talent, some start-ups struggled to compete with larger firms in terms of base compensation and benefits, particularly as blue-chip firms increased salaries to secure the best candidates.

We anticipate demand for software engineers will remain high in 2017, with employers continuing

to compete for top talent by offering generous compensation and benefits. For smaller firms, unable to compete with larger players on salary and compensation, it may be vital to adopt a more flexible approach to recruitment, perhaps by taking on staff who do not have all the required skills, but who demonstrate high potential, and can be trained internally.

## LEGAL & COMPLIANCE

Hiring within compliance was steady at the start of 2016, with activity increasing modestly in the second half of the year. Uncertainties ahead of the presidential election left many employers reluctant to engage in non-essential hiring. The outlook is promising for compliance, however, and we expect to see recruitment activity increase in 2017.

While hiring activity remained broadly steady in 2016, we witnessed employers becoming increasingly specific with regards to the kind of professionals they wanted to recruit, with demand for niche skills such as fixed income, equities, swaps and futures especially strong. With employers becoming less flexible in their recruitment criteria, time to hire increased.

Banks were active in seeking professionals with a background in risk management and legal compliance, and we expect this requirement to remain evident in 2017. Among the fast growing sectors, digital media and technology are likely to be the biggest drivers of demand in 2017.

Hiring managers are likely to face skills shortages for key roles such as internal auditors and technologists with niche skill sets. Employers looking to secure top talent will need to be flexible with their recruitment criteria and act quickly to make an offer when faced with a high-potential candidate.

The potential for structured career progression is also key to attracting top talent, as long as compensation is competitive.

## RISK MANAGEMENT & QUANTITATIVE ANALYTICS

Risk hiring was inconsistent throughout 2016, with many larger banks scaling back recruitment, having met new regulatory

requirements. However, smaller firms that had yet to meet compliance deadlines were hiring in larger volumes. While bigger firms focused on keeping risk teams in-house, smaller firms and some smaller international banks continued to outsource their risk functions.

Regulatory risk roles dominated recruitment, with market risk roles far less common. Mid-level professionals with CCAR modelling experience were in notably short supply. As a result, salaries rose for those with specialist regulatory skill sets prepared to change roles, especially when willing to transfer to smaller banks with a more flexible approach to salaries than larger counterparts.

In 2017, smaller financial institutions will see the highest rate of job growth. Over the longer term, the outcome of the election may lead to further changes to compliance legislation, increasing hiring activity. Candidates with strong CCAR and stress testing experience are likely to remain in high demand in 2017. Employers prepared to look outside major financial centers to source talent are likely to be able to secure high quality candidates for these roles.

## SALES & MARKETING

After a slow start to the year, hiring increased during the second half of 2016, with businesses adopting a steady approach to recruitment despite uncertainty ahead of the presidential election. Demand was particularly high for roles relating to business growth, such as business development and sales executives.

Employers looking to secure top talent showed a strong willingness to pay for it, with businesses offering increasingly creative benefits packages. SMEs in particular were innovative in developing new pay and compensation structures, and offering equity and profit sharing as incentives to attract top talent, forcing more established blue-chip companies to review their own remuneration packages as a result.

In 2017, we expect demand for business development specialists to remain high, given the vital role these professionals play in helping businesses grow. Employers will have to review compensation structures to secure top talent in this field.

## SAN FRANCISCO

### 2016 INSIGHT

2016 began with uncertainty over the venture capital backed start-up market, with companies adopting cautious hiring plans in the first quarter in particular. There were notable layoffs at several late stage start-ups, and additional venture funding was not as free flowing as it had been in previous years - with investors worried over inflated valuations and unrealistic business models. The 'growth at all costs' mentality began to be phased out, and real world economics were being applied more than we have seen in previous years. However, by the second quarter hiring activity returned to 2015 levels and remained buoyant throughout the rest of the year.

Demand for talent remained strong across most functions, with software developers at all levels of experience especially sought after. The increased emphasis on measuring profitability led to high demand for financial professionals at the mid to senior levels, with start-ups looking to hire these roles earlier than they have in previous years. We continued to see high demand for experienced designers and data scientists, as well as sales and business development leaders, who could significantly improve the bottom line.

Companies prioritized building robust business operations and growth functions in 2016, beginning a trend that will continue in 2017. There was also a shift in marketing recruitment during the latter half of 2016, with companies focusing more on securing retention and engagement marketing specialists, in addition to user acquisition experts.

### 2017 EXPECTATIONS

Software developer hiring will remain the top priority for all hiring managers in 2017, with demand continuing to outstrip supply at all levels of seniority. Design and data recruitment will continue to be challenging due to a chronic shortage of candidates.

Employers looking to secure top talent in 2017 must act decisively to bring new candidates onboard. Hesitancy will often lead to employers missing out on high quality candidates, and the best professionals in the market expect companies to move through the recruitment process quickly and smoothly.

Salary levels and overall compensation structures varied depending on the stage and size of the business. Given the higher degree of

caution seen among employers in the first half of 2016, many candidates sought to prioritize salary over equity. This trend lessened over the course of the year, with equity returning to be the top consideration for many candidates. Larger companies such as Google, Facebook and Netflix continued to offer the highest salaries in the market.

In 2017, we expect hiring levels to remain extremely high. Companies will continue to compete for top candidates and will not lower their expectations just to get someone onboard to fill a role. Start-ups working in emerging technologies such as virtual reality, machine learning and artificial intelligence, are also set to have a significant impact on the recruitment market, as they drive demand for staff across a range of functions.

### ACCOUNTING, FINANCE & BUSINESS OPERATIONS

Finance and operations hiring experienced steady growth throughout 2016 as companies moved to focus more on profit margins over a 'growth at all costs' mentality. As a result, professionals who could provide strategic insight to senior stakeholders were highly

# OVERVIEW

sought after, as these functions continued to take on an increasingly important role in the success of the business.

Due to this shift in priorities, financial controllers with experience at one of the 'Big 4' accountancy firms, particularly those with start-up experience, were highly sought after. Demand for candidates with an investment banking background also remained high at mid and senior levels, though employers were careful to ensure candidates were prepared to work in a start-up environment with fewer financial resources available to them.

Demand for finance and operations professionals was highest across the SaaS, shared economy, fintech, biotech and healthcare sectors. Hiring in the on-demand sector slowed down compared to 2015, with firms for the most part hiring less aggressively.

While it is likely that some functions will be hiring less during 2017, start-ups will continue looking to increase headcount within their finance and business operations departments. With top calibre candidates in limited supply, and competition for them fierce, employers will have to ensure salaries are competitive, and move quickly to make an offer to promising candidates.

## BUSINESS DEVELOPMENT, MARKETING & SALES

In 2016, start-ups focused on reaching profitability, leading hiring managers to concentrate on revenue generating roles – intensifying the skills shortage at the mid-level across sales and marketing. We anticipate demand will remain high for data driven marketers and sales professionals who have a strong understanding of their product, and the ability to effectively communicate the solution it provides.

With an overall candidate shortage across sales and marketing, employers looking to secure top talent will need to focus on emphasising their company culture and the potential for long-term career development. Securing the best candidates will also require employers to offer competitive salaries, with larger firms driving

up compensation. For smaller firms unable to match these higher salaries, offering equity in the company is an effective strategy to acquire and retain top talent.

Emerging technologies such as virtual reality, robotics and self-driving cars, are likely to trigger an increase in consumer focused start-ups. New companies operating in the B2B sector are also expected to grow, as they capitalize on software developments based on artificial intelligence and machine learning.

## PRODUCT MANAGEMENT, DESIGN & ANALYTICS

Salaries were generally consistent throughout 2016, though top calibre professionals moving to start-ups entering their growth stage were able to secure significant equity stakes.

In 2017, hiring managers will increasingly look for professionals who can bridge two functions, such as growth analysts or growth product managers. As a result, candidates who can demonstrate adaptability and proficiency outside of their core discipline will be in high demand. Due to the difficulty in finding professionals with the required hybrid skills to perform these roles effectively, such positions will frequently be difficult to fill, with suitable candidates much sought after.

Design will also become a growing priority in consumer and enterprise companies and professionals in this field will be highly sought after. Attracting the best visual designers will require employers to give professionals the opportunity to have a greater say in product creation, for example, through working alongside product and engineering teams. This should provide employers with the opportunity to secure new and innovative professionals. However, they will also need to ensure hiring processes run smoothly and quickly, to secure top talent.

While the supply of product designers has grown, employers have become increasingly discerning with regard to the professionals they will hire and are paying closer attention to the quality of candidate portfolios. However, designers rarely have updated portfolios unless actively job hunting, and they are quickly

recruited when they do seek a new role. This means companies have a very limited window to assess candidates and must act quickly when hiring to secure the best.

The need for product managers continues to be high, because regardless of funding or hiring trends, a start-up always has to ensure it has a strong product organization to facilitate growth.

To secure top talent in 2017 employers will need to demonstrate that they provide regular feedback and performance reviews to employees. Hiring managers should also review their company culture, and ensure that they are following best practice workplace policies. Increasing pressure from venture capitalist backers to show ROI combined with positive market conditions, means hiring volumes are likely to continue increasing in 2017.

## SOFTWARE ENGINEERING

Global uncertainty at the outset of 2016 led to a slowdown in venture capital investment in the sector, leaving start-ups hesitant to continue growing their teams. However, in the second half of the year recruitment increased in line with market confidence. Software engineers were in demand across all levels of seniority. Professionals with experience in Python, artificial intelligence and machine learning were particularly sought after. In addition, professionals with strong backgrounds in computer science and big data saw high demand for their skills.

In 2017 we expect front-end engineers with REACT experience to be in high demand as more companies adopt this technology. Professionals with a background in top-tier start-ups and those who have experience scaling systems, will also be highly sought after.

While current talent shortages are expected to persist in 2017, we anticipate salaries will remain steady. However, Android engineers, and those with skills in emerging technologies such as virtual reality, may be exceptions to this trend. Hiring managers looking to secure top talent will need to implement efficient recruitment processes and consider being more flexible with hiring policies, including sourcing candidates from overseas.

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## ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
Chief Financial Officer	250 - 400k	<b>250 - 400k</b>
VP Finance	180 - 250k	<b>180 - 250k</b>
Controller	160 - 225k	<b>160 - 225k</b>
Finance Director	140 - 180k	<b>140 - 180k</b>
FP&A Manager	100 - 130k	<b>100 - 135k</b>
Accounting Manager	100 - 130k	<b>100 - 135k</b>
Financial Analyst	75 - 100k	<b>75 - 100k</b>
Senior Accountant	70 - 90k	<b>70 - 90k</b>
Tax Specialist	110 - 225k	<b>110 - 225k</b>
Internal/IT Audit Specialist	95 - 175k	<b>95 - 180k</b>
Accounts Payable Specialist	45 - 65k	<b>45 - 70k</b>
Accounts Receivable Specialist	45 - 65k	<b>45 - 70k</b>
Payroll Specialist	50 - 100k	<b>50 - 100k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

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## BANKING OPERATIONS & FINANCE

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
<b>Accounting, Control &amp; Audit</b>		
Chief Financial Officer	260 - 500k	<b>250 - 500k</b>
Finance Director	170 - 300k	<b>160 - 280k</b>
Taxation Manager - SVP	170 - 200k	<b>180 - 220k</b>
Taxation Manager Pricing - VP	130 - 160k	<b>140 - 180k</b>
Controller - SVP	190 - 370k	<b>180 - 350k</b>
Controller/Deputy - VP	150 - 190k	<b>160 - 200k</b>
Auditor Chief - SVP	170 - 300k	<b>180 - 310k</b>
Auditor Chief - VP	100 - 160k	<b>110 - 170k</b>
Senior Financial Analyst	85 - 145k	<b>75 - 130k</b>
<b>Product Control/Middle Office</b>		
Head of Product Control	180 - 270k	<b>150 - 250k</b>
Product Control/Pricing - SVP	160 - 270k	<b>140 - 230k</b>
Product Control/Pricing - VP	115 - 190k	<b>110 - 180k</b>
Product Control - AVP	70 - 90k	<b>60 - 85k</b>
Head of Middle Office	200 - 370k	<b>180 - 350k</b>
SVP Middle Office	180 - 350k	<b>160 - 320k</b>
VP Middle Office	160 - 310k	<b>140 - 290k</b>
VP Project Manager	155 - 210k	<b>130 - 190k</b>
VP Business Analyst	145 - 200k	<b>135 - 180k</b>
<b>Banking Operations &amp; Finance</b>		
Chief Operating Officer	160 - 230k	<b>150 - 220k</b>
Lending/Credit Manager/Officer	80 - 120k	<b>70 - 110k</b>
SVP Cross-product Settlements	65 - 130k	<b>55 - 120k</b>
VP Cross-product Settlements	65 - 130k	<b>55 - 120k</b>
VP Fixed Income & Equity	60 - 130k	<b>50 - 115k</b>
Associate Fixed Income & Equity	35 - 55k	<b>30 - 50k</b>
VP Foreign Exchange	50 - 140k	<b>40 - 130k</b>
Associate Foreign Exchange	30 - 60k	<b>25 - 55k</b>
Project Manager, Prince 2, Six Sigma	130 - 200k	<b>140 - 210k</b>

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## INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
<b>Software Engineering</b>		
Chief Technology Officer	200 - 300k	<b>200 - 325k</b>
Director of Engineering	180 - 225k	<b>180 - 250k</b>
Android/iOS Engineer	140 - 180k	<b>140 - 180k</b>
Big Data Engineer	140 - 180k	<b>140 - 180k</b>
Full Stack Engineer/Microsoft	140 - 180k	<b>140 - 180k</b>
Full Stack Engineer/Open-source	140 - 180k	<b>140 - 180k</b>
Back-end Engineer	140 - 180k	<b>140 - 180k</b>
Front-end Engineer	140 - 180k	<b>140 - 180k</b>
Development Operations Engineer	150 - 200k	<b>150 - 200k</b>
Automation Engineer	130 - 150k	<b>130 - 150k</b>
<b>Product Management &amp; Design</b>		
VP of Product	200 - 300k	<b>200 - 300k</b>
Director of Product	175 - 225k	<b>175 - 225k</b>
Senior Product Manager	130 - 160k	<b>140 - 170k</b>
Director of Design	200 - 300k	<b>200 - 300k</b>
Senior Designer	150 - 200k	<b>150 - 200k</b>

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## SALARIES

### LEGAL

ROLE	PERMANENT SALARY PER ANNUM USD (\$)					
	1 - 4 YRS' EXP		4 - 8 YRS' EXP		8 - 10+ YRS' EXP	
	2016	2017	2016	2017	2016	2017
Private Practice Associate	160 - 210k	<b>180 - 235k</b>	210 - 280k	<b>235 - 315k</b>	280 - 290k	<b>315 - 345k</b>
In-house Attorney - Financial Services	130 - 200k	<b>140 - 220k</b>	200 - 250k	<b>220 - 270k</b>	250 - 300k	<b>270 - 350k</b>
In-house Attorney - Commerce	120 - 190k	<b>130 - 210k</b>	190 - 230k	<b>210 - 250k</b>	230 - 270k	<b>250 - 290k</b>

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### COMPLIANCE

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
<b>Investment Banking</b>		
Managing Director	250 - 550k	<b>250 - 550k</b>
Director (SVP)	200 - 250k	<b>180 - 250k</b>
VP	130 - 200k	<b>130 - 200k</b>
AVP	90 - 130k	<b>90 - 130k</b>
Analyst/Associate	60 - 90k	<b>60 - 90k</b>
<b>Hedge Fund (AUM \$2B - \$5B)</b>		
Chief Compliance Officer (10+ yrs' exp)	200 - 300k	<b>230 - 300k</b>
Compliance Manager (5 - 10 yrs' exp)	120 - 200k	<b>120 - 200k</b>
Compliance Associate (1 - 5 yrs' exp)	70 - 120k	<b>70 - 120k</b>
<b>Hedge Fund (AUM \$5B+)</b>		
Chief Compliance Officer (15+ yrs' exp)	300 - 500k	<b>300 - 500k</b>
Compliance Manager (8 - 15 yrs' exp)	150 - 300k	<b>150 - 300k</b>
Compliance Officer (5 - 8 yrs' exp)	100 - 150k	<b>100 - 150k</b>
Compliance Associate (1 - 5 yrs' exp)	65 - 100k	<b>55 - 100k</b>
<b>Anti-Money-Laundering</b>		
Director (SVP)	190 - 250k	<b>190 - 250k</b>
Team Leader (AVP)	95 - 120k	<b>95 - 120k</b>
Analyst	60 - 95k	<b>60 - 95k</b>
KYC/EDD Analyst	50 - 70k	<b>50 - 70k</b>

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## RISK MANAGEMENT & QUANTITATIVE ANALYTICS

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
<b>Market Risk</b>		
Managing Director	500k - 1.25m	<b>450k - 1.25m</b>
Director/Senior Vice President	300 - 500k	<b>300 - 450k</b>
Vice President	200 - 300k	<b>200 - 300k</b>
Associate	100 - 175k	<b>100 - 175k</b>
Analyst	60 - 100k	<b>60 - 100k</b>
<b>Credit Risk</b>		
Managing Director	450k - 1.0m	<b>450k - 1.0m</b>
Director/Senior Vice President	300 - 450k	<b>300 - 450k</b>
Vice President	150 - 250k	<b>150 - 250k</b>
Associate	100 - 175k	<b>100 - 175k</b>
Analyst	60 - 100k	<b>60 - 100k</b>
<b>Quantitative Risk</b>		
Managing Director	500k - 1.2m	<b>500k - 1.2m</b>
Director/Senior Vice President	300 - 500k	<b>300 - 500k</b>
Vice President	200 - 300k	<b>200 - 300k</b>
Associate	100 - 175k	<b>100 - 175k</b>
Analyst	80 - 100k	<b>80 - 100k</b>
<b>Operational Risk</b>		
Managing Director	400 - 650k	<b>400 - 650k</b>
Director/Senior Vice President	250 - 400k	<b>250 - 400k</b>
Vice President	125 - 250k	<b>125 - 250k</b>
Associate	80 - 125k	<b>80 - 125k</b>
Analyst	50 - 80k	<b>50 - 80k</b>

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## SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
<b>Marketing</b>		
Vice President Marketing	180 - 250k	<b>190 - 250k</b>
Marketing Director	150 - 225k	<b>150 - 225k</b>
Product Marketing Manager/Director	130 - 190k	<b>130 - 190k</b>
Marketing Manager	100 - 150k	<b>100 - 150k</b>
Public Relations Manager	90 - 140k	<b>90 - 140k</b>
Communications Manager	90 - 120k	<b>90 - 120k</b>
<b>Sales</b>		
Vice President Sales	200 - 300k	<b>200 - 300k</b>
National Sales Manager/Director	120 - 180k	<b>120 - 200k</b>
Regional Sales Manager/Director	100 - 150k	<b>100 - 150k</b>
Account Manager	85 - 120k	<b>85 - 120k</b>
Business Development Manager/Director	90 - 150k	<b>90 - 150k</b>

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## ACCOUNTING, FINANCE & BUSINESS OPERATIONS

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
<b>Finance &amp; Accounting</b>		
Chief Financial Officer	260 - 500k	<b>260 - 500k</b>
VP Finance	210 - 300k	<b>210 - 300k</b>
Finance Director	170 - 220k	<b>170 - 220k</b>
Controller - VP	190 - 250k	<b>190 - 250k</b>
Controller	140 - 180k	<b>140 - 180k</b>
Manager FP&A	110 - 170k	<b>110 - 170k</b>
Accounting Manager	110 - 160k	<b>110 - 160k</b>
Senior Financial Analyst	90 - 150k	<b>90 - 150k</b>
<b>Business Operations</b>		
Chief Operations Officer	250 - 350k	<b>250 - 350k</b>
Director Business Operations	180 - 220k	<b>180 - 220k</b>
Manager Business Operations	180 - 220k	<b>180 - 220k</b>
General Manager - City Launcher	130 - 180k	<b>130 - 180k</b>
<b>Human Resources</b>		
VP of People	170 - 300k	<b>170 - 300k</b>
Director of People	150 - 200k	<b>150 - 200k</b>

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# SAN FRANCISCO

## BUSINESS DEVELOPMENT, MARKETING & SALES

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
<b>Sales</b>		
VP of Business Development	180 - 250k	<b>180 - 250k</b>
Business Development Director	140 - 170k	<b>140 - 170k</b>
Business Development Manager	80 - 125k	<b>80 - 125k</b>
VP Sales	170 - 200k	<b>170 - 200k</b>
Sales Director	130 - 170k	<b>130 - 170k</b>
Account Executive Enterprise	90 - 130k	<b>90 - 130k</b>
Account Executive Mid-market	70 - 110k	<b>70 - 110k</b>
Account Executive SMB	50 - 80k	<b>50 - 80k</b>
Account Director	100 - 140k	<b>100 - 140k</b>
Account Manager	60 - 100k	<b>60 - 100k</b>
Ad Operations Manager	70 - 110k	<b>70 - 110k</b>
<b>Marketing</b>		
VP of Marketing	170 - 250k	<b>180 - 230k</b>
Product Marketing Director	140 - 175k	<b>100 - 175k</b>
Product Marketing Manager	90 - 140k	<b>90 - 140k</b>
PR Director	130 - 180k	<b>130 - 180k</b>
PR Manager	80 - 120k	<b>80 - 120k</b>
Brand Marketing Director	130 - 175k	<b>125 - 170k</b>
Brand Marketing Manager	90 - 130k	<b>90 - 130k</b>
Demand Generation Director	140 - 170k	<b>140 - 170k</b>
Demand Generation Manager	95 - 130k	<b>95 - 140k</b>
User Acquisition Director	130 - 180k	<b>130 - 180k</b>
User Acquisition Manager	80 - 120k	<b>80 - 120k</b>
Digital Marketing Director	130 - 165k	<b>130 - 165k</b>
Digital Marketing Manager	90 - 130k	<b>90 - 130k</b>
Content Marketing Director	110 - 140k	<b>120 - 140k</b>
Content Marketing Manager	70 - 120k	<b>70 - 120k</b>

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## PRODUCT MANAGEMENT, DESIGN & ANALYTICS

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
VP of Product	180 - 250k	<b>190 - 275k</b>
Director of Product	160 - 200k	<b>170 - 200k</b>
Senior Product Manager	125 - 160k	<b>130 - 170k</b>
Product Manager	100 - 125k	<b>110 - 130k</b>
Associate Product Manager	70 - 100k	<b>80 - 110k</b>
VP of Data Science/Analytics	180 - 250k	<b>200 - 275k</b>
Director of Data Science/Analytics	160 - 200k	<b>170 - 200k</b>
Manager of Data Science/Analytics	140 - 175k	<b>140 - 170k</b>
Data Analyst (IC)	75 - 125k	<b>75 - 120k</b>
Data Scientist (IC)	125 - 175k	<b>125 - 175k</b>
VP of Design/Creative Director	180 - 250k	<b>180 - 250k</b>
Manager/Director of Design	150 - 200k	<b>150 - 180k</b>
Senior Designer	140 - 170k	<b>145 - 170k</b>
Designer	100 - 140k	<b>100 - 145k</b>

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

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## SOFTWARE ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM USD (\$)	
	2016	2017
VP of Engineering	200 - 250k	<b>200 - 250k</b>
Director of Engineering	180 - 200k	<b>180 - 220k</b>
Engineering Manager	150 - 180k	<b>150 - 180k</b>
Senior Android Engineer	140 - 180k	<b>140 - 180k</b>
Android Engineer	130 - 150k	<b>130 - 150k</b>
Senior iOS Engineer	140 - 160k	<b>140 - 160k</b>
iOS Engineer	120 - 150k	<b>120 - 150k</b>
Senior Big Data Engineer	140 - 180k	<b>140 - 180k</b>
Big Data Engineer	130 - 150k	<b>130 - 150k</b>
Senior Full Stack Engineer	140 - 180k	<b>140 - 180k</b>
Full Stack Engineer	130 - 150k	<b>130 - 150k</b>
Senior Back-end Engineer	130 - 180k	<b>130 - 180k</b>
Back-end Engineer	120 - 150k	<b>120 - 150k</b>
Senior Front-end Engineer	140 - 160k	<b>140 - 160k</b>
Front-end Engineer	120 - 140k	<b>120 - 140k</b>
Dev Ops Engineer	150 - 200k	<b>150 - 200k</b>
Snr Software Engineer in Test Automation	130 - 150k	<b>130 - 150k</b>
Software Engineer in Test Automation	120 - 130k	<b>120 - 130k</b>

NB: Salaries are subject to change depending on the equity portion of an offer.