WOMEN IMPACT TECH

TECH SALARY TRENDS

2019 - PRESENT

Empowering women in technology, together

OVERVIEW OF TECH SALARY TRENDS 2019 - PRESENT

Women Impact Tech and Andiamo present a detailed longitudinal study of technology salaries spanning from early 2020 to December 2024. This study is backed by insights from a survey of over 1,800 technology professionals, proprietary recruiting data, and public labor and compensation records. Supported by over two decades of expertise in technology talent acquisition, Women Impact Tech and Andiamo unveil a compelling narrative of unprecedented volatility in tech salaries over the past four years.

This study meticulously traces the volatility in the technology sector from early 2020 to December 2024, shedding light on how changes in talent demand have significantly affected total compensation for tech workers.

2020-2022: Tech Salary Surge and Swift Reversal:
From 2020 to 2022, tech salaries soared, marking the biggest multi-year compensation surge since the late 1990s tech boom. Fueled by aggressive hiring, soaring demand for digital transformation, and a tight labor market, total compensation for tech workers jumped 21.5% in 2021 alone. Companies, flush with venture capital and pandemic-driven growth, engaged in bidding wars for top talent, offering unprecedented salaries, equity packages, and perks.

However, this overheated market proved unsustainable. By late 2022, as economic uncertainty set in, companies pivoted sharply, cutting costs and shedding jobs. The reversal accelerated through 2023, with widespread layoffs and reduced investment in tech talent, erasing many of the salary gains from the prior boom.

2023: Tech Layoffs and 12.1% Salary Decline
Tech layoffs surged in late 2022 and throughout 2023 amid economic uncertainty. By December, over 196,500 employees across 885 U.S. tech firms were affected, including major players like Google, Microsoft, Amazon, Meta, and IBM.
This wave of job cuts, along with reduced investment in tech talent, led to a 12.1% drop in total compensation for tech employees in 2023.

Companies cut costs to protect profit margins, triggering layoffs and efficiency measures. While stock prices rebounded, layoffs continued through 2023, with startups also slashing costs due to declining VC funding.

2024: A Stabilizing Market
Despite strong U.S. job growth, AI investment, and stock market gains, the tech sector faced ongoing headwinds in 2024. Persistent inflation, high interest rates, cautious corporate spending, and "efficiency" initiatives kept tech hiring restrained early in the year. However, as interest rates eased, IPO activity picked up, and venture capital funding showed modest recovery, companies gradually resumed hiring.

After a 12.1% decline in 2023, salaries began recovering, rising 5.4% in 2024. While slightly below the six-year average, this signals progress toward stability after years of volatility. Still, average compensation remains below 2022 highs, leaving many tech professionals earning less than at the market's peak.

Although the market remains softer than in past cycles, tech employers are navigating a more balanced hiring landscape, where compensation expectations have adjusted from the highs of 2022 while still offering competitive opportunities for top talent.

2025 Outlook: A Return to (Sustainable) Expansion
Tech hiring is poised for continued improvement in 2025, though it's unlikely to return to the overheated levels of 2022. Instead, the industry appears to be stabilizing at pre-pandemic norms, mirroring the steady investment and hiring trends seen in 2015-2019. Several factors support this outlook: ongoing economic growth, easing inflation, and a more favorable interest rate environment should encourage corporate spending and capital investment. Additionally, a wave of IPOs, increased M&A activity, and a gradual return of venture capital funding are expected to drive hiring demand, particularly for specialized tech talent.

AI innovation remains a major catalyst, fueling new product development, infrastructure expansion, and the need for highly skilled engineers, data scientists, and security experts. At the same time, deregulation in key sectors, government incentives for technological advancement, and corporate reinvestment in R&D should provide further tailwinds. While compensation is unlikely to reach 2022 peaks, a more balanced hiring market—where companies invest in talent for long-term growth rather than a short-term frenzy—could mark a healthier, more sustainable era for the tech workforce.

TECH SALARIES: 2019 - PRESENT

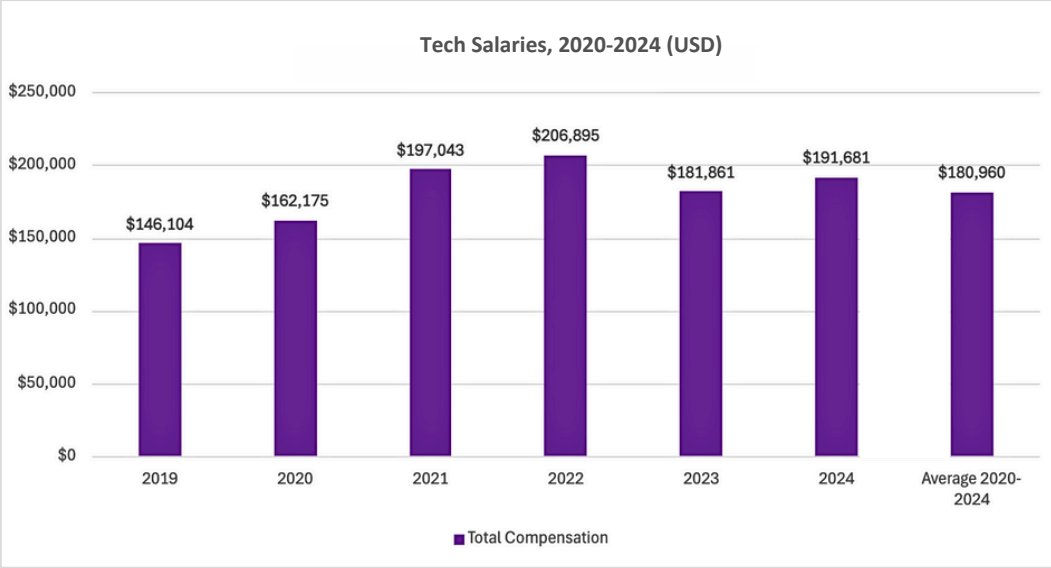
The overall compensation for technology employees experienced a significant surge from mid-2020 through 2022, marking one of the most pronounced multi-year increases since the late 1990s tech boom.

In early 2020, the onset of the global pandemic triggered substantial layoffs, initially depressing average tech salaries. However, as demand for digital transformation soared and companies aggressively competed for talent, compensation skyrocketed from mid-2020 through 2022. Fueled by record VC funding, remote work expansion, and rapid AI and cloud adoption, tech salaries saw unprecedented growth, with a 21.5% increase in total compensation in 2021 alone.

This trend reversed sharply in late 2022, as widespread layoffs and hiring slowdowns led to a 12.1% decline in tech salaries in 2023, erasing much of the previous gains.

However, 2024 marked a turning point, with compensation rebounding 5.4%, signaling a shift toward greater stability. While salaries have yet to return to 2022 highs, this upward trend suggests that market conditions are normalizing as hiring picks up and investment flows back into the sector.

It's important to note that the salary data presented in this slide and throughout the report reflects total compensation, including base salary, bonuses, equity, stock, and other components.



Tech Salaries, 2020-2024

	2019	2020	2021	2022	2023	2024	Average 2020-2024
Percentage Change (YoY)		11.0%▲	21.5%▲	5.0%▲	-12.1%▼	5.4%▲	**6.2%▲**
Total Compensation	$146,104	$162,175	$197,043	$206,895	$181,861	$191,681	**$180,960**

SALARY TRENDS BY **GENDER**

At the onset of 2020, the gender wage gap in tech, as reported by individuals specifying their gender in our study, stood at ~16.6%, with women earning significantly less than their male counterparts in the same roles.

This analysis accounts for key factors such as years of experience, job titles, locations, and industries.

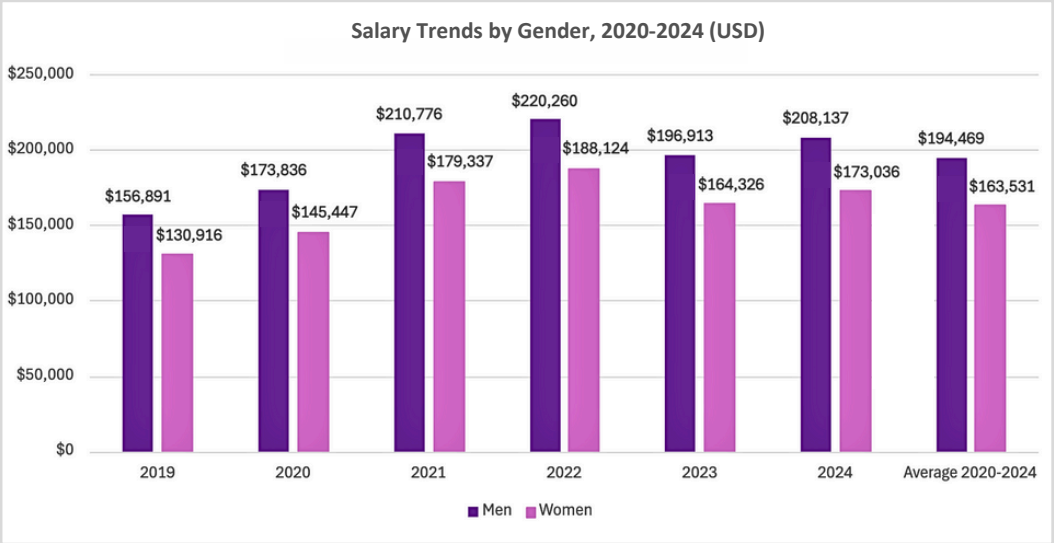
The most notable shift occurred between 2021 and 2022, when total compensation for women in tech grew at a slightly faster rate than for men, leading to a modest reduction in the gender wage gap. This progress coincided with a period when many companies publicly committed to improving gender equity and launched internal initiatives to address disparities.

However, this positive momentum reversed in 2023, and by the end of our five-year study, the gender wage gap remained relatively unchanged at ~16.8%.

In 2024, while compensation began to rebound overall (up 5.4%), women again saw a smaller increase than men—5.3% compared to 5.7%.

This continued disparity suggests that, despite past efforts, sustained and intentional action is still needed to achieve meaningful progress in gender pay equity within the tech sector.

This call for renewed progress and commitment to pay equity comes at a time when many companies have begun rolling back diversity initiatives in late 2024 and 2025, making sustained efforts toward closing the gender wage gap more critical than ever.



Salary Trends by Gender, 2020-2024

	2019	2020	2021	2022	2023	2024	Average 2020-2024
Men							
Percentage Change (YoY)		10.8%▲	21.3%▲	4.5%▲	-10.6%▼	5.7%▲	**6.2%▲**
Total Compensation	$156,891	$173,836	$210,776	$220,260	$196,913	$208,137	**$180,960**
Women							
Percentage Change (YoY)		11.1%▲	23.3%▲	4.9%▲	-12.7%▼	5.3%▲	**5.2%▲**
Total Compensation	$130,916	$145,447	$179,337	$188,124	$164,326	$173,036	**$163,531**

JOB SWITCHERS VS. JOB STAYERS

From 2020 to 2022, job switchers consistently outpaced job stayers in compensation growth, benefiting from a highly competitive hiring market.

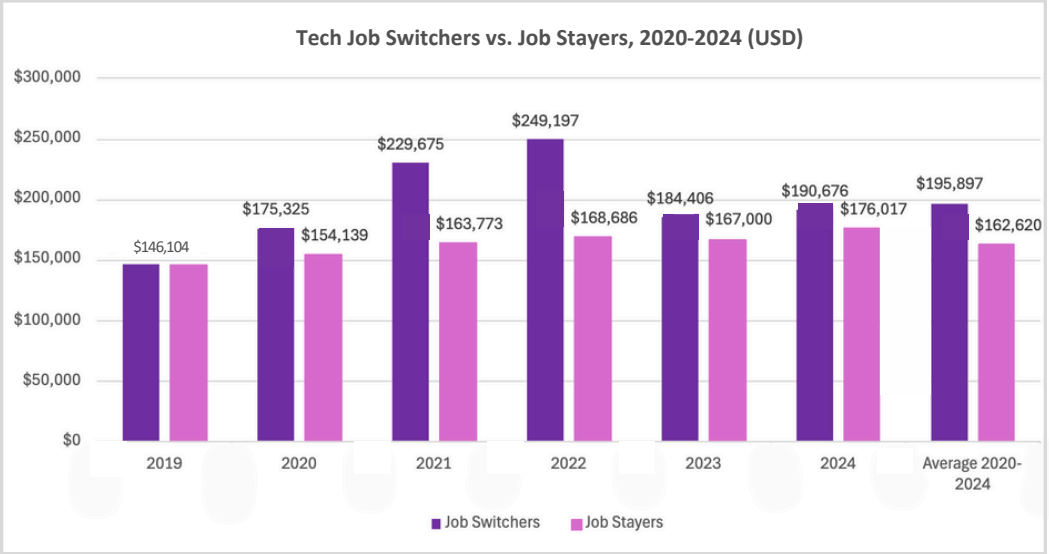
However, 2023 marked a sharp reversal as job switchers—many of whom were laid off—faced a softer tech job market and greater difficulty securing high-paying roles. Unlike in previous years, where switching jobs was largely a strategy for higher pay, 2023 saw layoffs become the primary driver of job movement, reducing leverage for job seekers.

Additionally, a distinctive trend emerged in 2023 and 2024—many job switchers left their roles not for higher salaries but to avoid return-to-office mandates, sometimes accepting lower compensation in exchange for continued remote work. This shift, coupled with widespread layoffs, led to weaker overall compensation growth for job switchers compared to job stayers.

Job stayers also saw a 1% decline in total compensation in 2023, driven by falling bonuses, public company RSU values, and startup equity valuations. Again, in 2024, job stayers fared better than job switchers, with compensation increasing by 5.4% for stayers versus 3.4% for switchers.

This trend reflects ongoing economic uncertainty, where companies prioritize retaining existing talent and "talent density", over aggressively competing for new hires.

Even with the volatility and change in trend, job switchers outperformed job stayers overall from 2020-2024 (7.4% average increase per year vs 3.8% per year).



Tech Job Switchers vs. Job Stayers, 2020-2024

	2019	2020	2021	2022	2023	2024	Average 2020-2024
Job Switchers							
Percentage Change (YoY)		20.0% ▲	31.0% ▲	8.5% ▲	-26.0% ▼	3.4% ▲	**7.4% ▲**
Total Compensation	$146,104	$175,325	$229,675	$249,197	$184,406	$190,676	**$195,897**
Job Stayers							
Percentage Change (YoY)		5.5% ▲	6.3% ▲	3.0% ▲	-1.0% ▼	5.4% ▲	**3.8% ▲**
Total Compensation	$146,104	$154,139	$163,773	$168,686	$167,000	$176,017	**$162,620**

SALARY TRENDS BY **JOB TITLE**

Software Engineers saw significant compensation growth in 2020 (12%) and 2021 (24%), driven by soaring demand for technical talent.

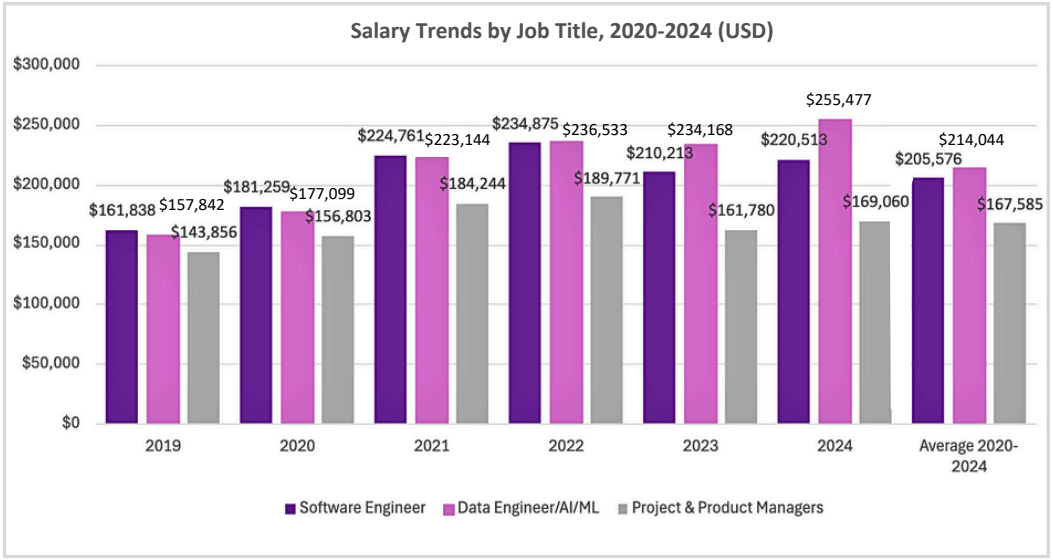
Data Engineers and AI/ML professionals experienced even sharper increases, with 2020 (12.2%) and 2021 (26%) gains, reflecting heightened investment in data infrastructure and machine learning innovation.

Project and Product Managers, by contrast, saw more modest increases from 2020 to 2022 and faced a substantial decline in 2023, lagging behind the broader IT market throughout the study period.

In 2023, Data Engineers saw only a marginal 1% decline, while Software Engineers (-10.5%) and Project & Product Managers (-14.8%) experienced significantly sharper drops.

By 2024, compensation began to rebound, with Software Engineers seeing a 4.9% increase, while Data Engineers surged 9.1%, fueled by continued AI and ML investments. Project and Product Managers saw a more modest 4.5% increase, as demand in their fields recovered at a slower pace.

This data underscores the resilience of talent competition in the Data Engineering and AI/ML domains compared to other roles during this period.



Salary Trends by Tech Job Title, 2020-2024 (amongst those in highly competitive jobs in tech)

	2019	2020	2021	2022	2023	2024	Average 2020-2024
Software Engineer							
Percentage Change (YoY)		12.0%▲	24.0%▲	4.5%▲	-10.5%▼	4.9%▲	**7.0%▲**
Total Compensation	$161,838	$181,259	$224,761	$234,875	$210,213	$220,513	**$205,576**
Data Engineer/AI/ML							
Percentage Change (YoY)		12.2%▲	26.0%▲	6.0%▲	-1.0%▼	9.1%▲	**10.5%▲**
Total Compensation	$157,842	$177,099	$223,144	$236,533	$234,168	$255,477	**$214,044**
Project & Product Managers							
Percentage Change (YoY)		9.0%▲	17.5%▲	3.0%▲	-1.0%▼	4.5%▲	**3.9%▲**
Total Compensation	$143,856	$156,803	$184,244	$189,771	$161,780	$169,060	**$167,585**

SALARY TRENDS BY **COMPANY TYPE**

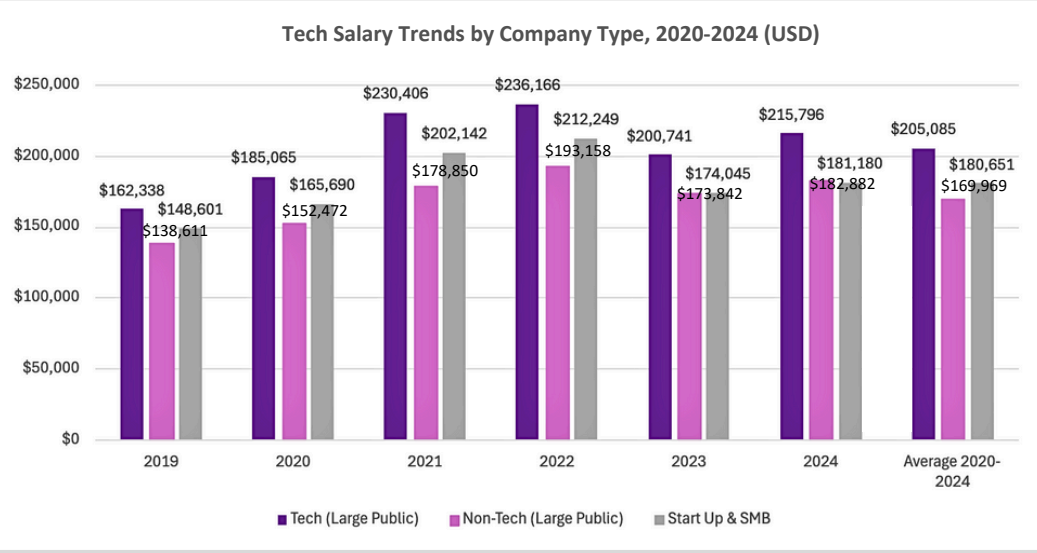
At the peak of tech talent demand, fierce competition among major technology firms drove substantial compensation increases, with salaries rising 14% in 2020 and 24.5% in 2021.

By comparison, employees at large, publicly traded non-tech companies (e.g., Finance, Healthcare, Hospitality) saw more moderate growth—10% in 2020 and 17.4% in 2021. Start-ups and Small & Medium-Sized Businesses (SMBs) experienced increases that fell between those of large tech and large non-tech firms during this period.

However, in line with broader industry trends, those who benefited most from the salary boom of 2020-2021 faced sharp declines in 2023. Employees at large, publicly traded tech firms saw salaries drop 15%, while those at start-ups experienced an even steeper 18% decline, largely due to layoffs and cost-cutting measures.

By 2024, salaries began to rebound, with large tech public companies seeing a 7.5% increase, non-tech public companies growing at a slower 5.2%, and start-ups/SMBs lagging with a 4.1% increase.

This trend reflects a shifting employment landscape, where large tech firms are recovering faster than struggling start-ups and SMBs, which continue to face funding challenges and economic uncertainty.



Tech Salary Trends by Company Type, 2020-2024

	2019	2020	2021	2022	2023	2024	Average 2020-2024
Tech (Large Public)							
Percentage Change (YoY)		14.0%▲	24.5%▲	2.5%▲	-15.0%▼	7.5%▲	**6.7%▲**
Total Compensation	$162,338	$185,065	$230,406	$236,166	$200,741	$215,796	**$205,086**
Non-Tech (Large Public)							
Percentage Change (YoY)		10.0%▲	17.3%▲	8.0%▲	-10.0%▼	5.2%▲	**6.1%▲**
Total Compensation	$138,611	$152,472	$178,850	$193,158	$173,842	$182,882	**$169,969**
Start Up & SMB							
Percentage Change (YoY)		11.5%▲	22.0%▲	5.0%▲	-18.0%▼	4.1%▲	**4.9%▲**
Total Compensation	$148,601	$165,690	$202,142	$212,249	$174,045	$181,180	**$180,651**

AVERAGE SALARY BY **YEARS OF EXPERIENCE:** SOFTWARE ENGINEERS

We analyzed average salaries by years of experience for software engineers, given their long-standing demand in the tech industry.

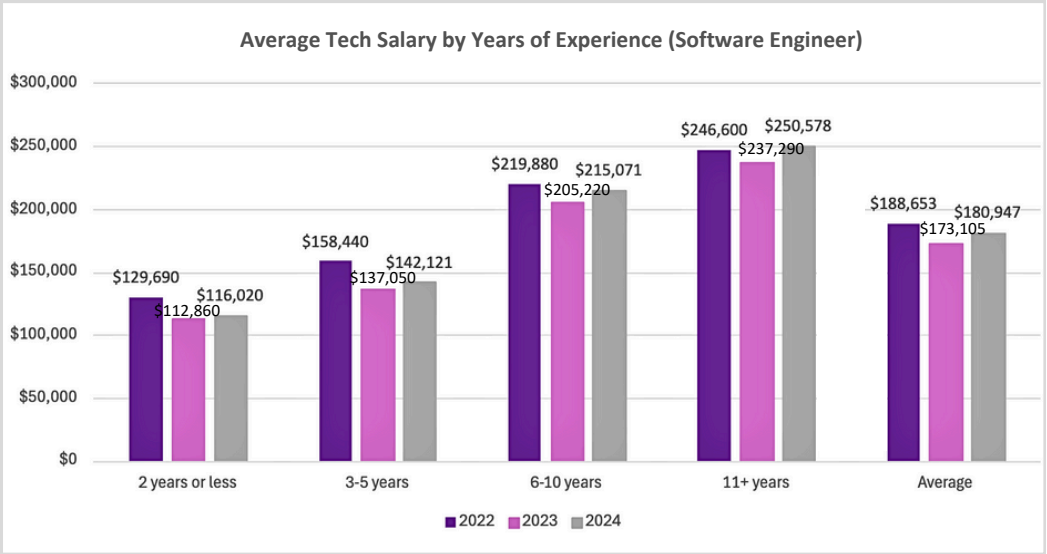
As highlighted earlier, technology employees, including software engineers, saw compensation declines from 2022 to 2023. However, these declines disproportionately impacted early-career engineers, with those in the first five years of their careers experiencing steeper drops than their more experienced counterparts.

In 2024, while salary growth remained uneven, the gap between experience levels narrowed. Engineers with 2 years or less saw a 2.8% increase, followed by 3-5 years (3.7%), 6-10 years (4.8%), and 11+ years (5.6%). Though experienced engineers still saw stronger gains, the disparity was less severe than in 2023.

This trend may reflect the "first-in, first-out" dynamic, where early-career engineers were more vulnerable to layoffs and slower to recover.

Additionally, experienced professionals with broader networks and established reputations may have rebounded faster, securing higher-paying roles sooner.

This highlights the protective value of experience and professional connections in navigating industry downturns.

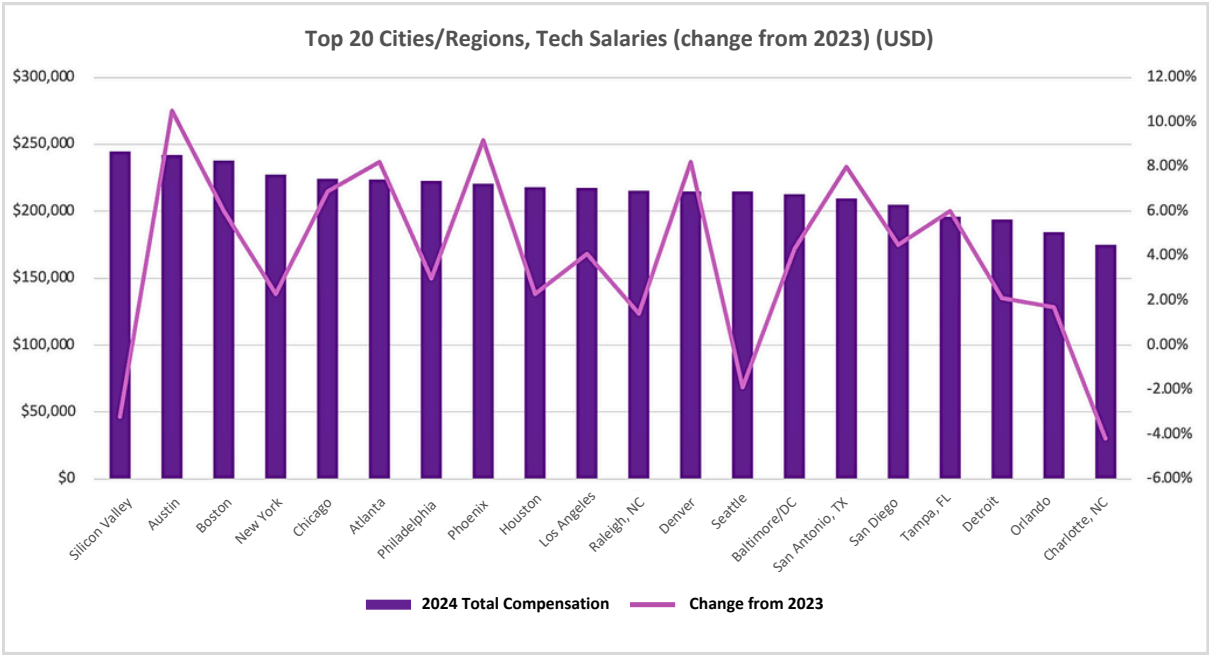


Average Tech Salary by Years of Experience (Software Engineer)

	2022	2023	2024	YoY Change
2 years of less	$129,690	$112,860	$116,020	2.8% ▲
3-5 years	$158,440	$137,050	$142,121	3.7% ▲
6-10 years	$219,880	$205,220	$215,071	4.8% ▲
11+ years	$246,600	$237,290	$250,578	5.6% ▲
Average	**$188,653**	**$173,105**	**$180,947**	**4.9%** ▲

TOP 20 CITIES/REGIONS FOR TECH SALARIES

Rank	City/Region	2023 Total Comp	2024 Total Comp	Change from 2023
1.	Silicon Valley	$252,788	$244,699	-3.2%
2.	Austin	$218,841	$241,819	10.5%
3.	Boston	$224,399	$237,863	6.0%
4.	New York	$222,045	$227,152	2.3%
5.	Chicago	$209,549	$224,007	6.9%
6.	Atlanta	$206,658	$223,604	8.2%
7.	Philadelphia	$216,319	$222,808	3.0%
8.	Phoenix	$202,113	$220,708	9.2%
9.	Houston	$213,170	$218,073	2.3%
10.	Los Angeles	$209,016	$217,586	4.1%
11.	Raleigh, NC	$212,295	$215,268	1.4%
12.	Denver	$198,718	$215,012	8.2%
13.	Seattle	$218,839	$214,681	-1.9%
14.	Baltimore/DC	$204,133	$212,911	4.3%
15.	San Antonio, TX	$194,211	$209,748	8.0%
16.	San Diego	$196,150	$204,977	4.5%
17.	Tampa, FL	$184,656	$195,735	6.0%
18.	Detroit	$189,821	$193,808	2.1%
19.	Orlando	$181,269	$184,351	1.7%
20.	Charlotte, NC	$182,637	$174,966	-4.2%



5 Largest Increases in Top Cities/Regions (2022-2024)

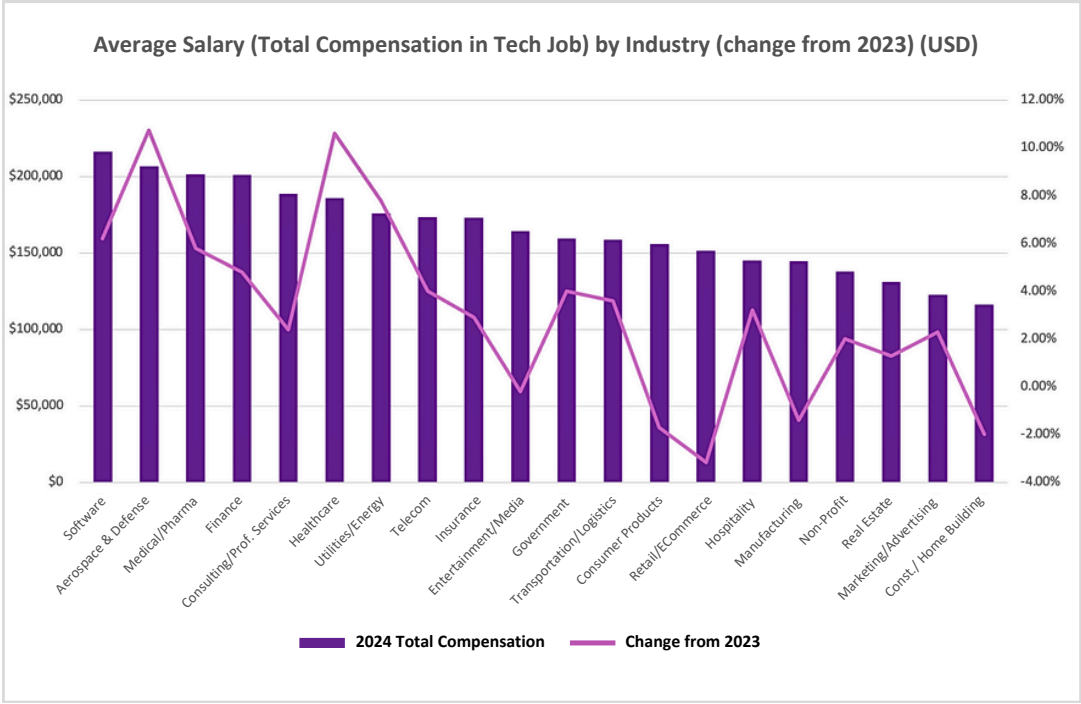
1.	Austin	10.5%
2.	Phoenix	9.2%
3.	Atlanta	8.2%
4.	Denver	8.2%
5.	San Antonio	8.0%

5 Largest Decreases (smallest increases) in Top Cities/Regions (2022-2024)

1.	Charlotte, NC	-4.20%
2.	Silicon Valley	-3.20%
3.	Seattle	-1.90%
4.	Raleigh, NC	1.40%
5.	Orlando, FL	1.70%

AVERAGE TECH SALARY BY **INDUSTRY**

Tech Job	2023 Total Comp	2024 Total Comp	Change from 2023
1. Software	$203,547	$216,167	6.20%
2. Aerospace & Defense	$186,721	$206,793	10.75%
3. Medical/Pharma	$190,571	$201,624	5.80%
4. Finance	$191,699	$200,900	4.80%
5. Consulting/Prof. Services	$184,348	$188,773	2.40%
6. Healthcare	$168,137	$185,959	10.60%
7. Utilities/Energy	$163,158	$175,884	7.80%
8. Telecom	$166,817	$173,490	4.00%
9. Insurance	$168,185	$173,063	2.90%
10. Entertainment/Media	$164,448	$164,119	-0.20%
11. Government	$153,220	$159,349	4.00%
12. Transportation/Logistics	$153,102	$158,613	3.60%
13. Consumer Products	$158,719	$156,020	-1.70%
14. Retail/ECommerce	$156,350	$151,425	-3.15%
15. Hospitality	$140,545	$145,042	3.20%
16. Manufacturing	$146,698	$144,644	-1.40%
17. Non-Profit	$135,016	$137,717	2.00%
18. Real Estate	$129,555	$131,239	1.30%
19. Marketing/Advertising	$119,887	$122,644	2.30%
20. Const./Home Building	$118,544	$116,173	-2.00%



5 Largest Tech Salary Increases by Industry (2022-2024)

1. Aerospace & Defense	10.75%
2. Healthcare	10.60%
3. Utilities/Energy	7.80%
4. Software	6.20%
5. Medical/Pharma	5.80%

5 Largest Tech Salary Decreases by Industry (2022-2024)

1. Retail/ECommerce	-3.15%
2. Const./Home Building	-2.00%
3. Consumer Products	-1.70%
4. Manufacturing	-1.40%
5. Entertainment/Media	-0.20%