KEY INSIGHTS FROM THE 2019 GLOBAL BUSINESS ANALYSIS SALARY SURVEY
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## 2019 Global Business Analysis Salary Survey

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Summary and Highlights

Welcome to the sixth edition of the International Institute of Business Analysis™ (IIBA®) Global Business Analysis Salary Survey. With over 5600 respondents, this global survey offers a comprehensive view of the business analysis (BA) discipline representing a global cross-section of professionals performing business analysis work across different industries and applications with different levels of experience.

Survey Highlights

In our 2019 Global BA Salary Survey, responses show the top industries where business analysts (BA) work include Information Technology and Finance / Insurance / Banking while the top paying industries are Pharmaceutical, Manufacturing and Energy and Utilities. The highest paying jobs are located in Switzerland, Austria, Belgium, USA and Netherlands.

Sixty-three percent of respondents report Business Analyst is in their title and on average they possess 6-10 years’ experience. Respondents (29%) report on average staying with their current employer for 3-5 years. BAs currently considering a role change are looking at Data Analysis/Analytics (17%) as an area of interest. Business Analysts are continuously learning, and 61% report they hold at minimum one certification. Certified BAs (36%) report that gaining certification gives them higher confidence at work.

- 61% of BAs in their current role report being involved in digital initiatives
- 21% of BAs report they work in cybersecurity
- 38% of respondents report they are involved in Business Data Analytics
- 71% of respondents employ agile techniques

We’ve expanded our survey questions this year to also include practitioner information on business data analytics and cybersecurity to provide a wider view of specialized areas where BAs are engaged. In this year’s report, we have also broken out results by country for countries with the highest number of survey respondents in 2019. We are seeing the growing role and skills development of business analysts is reflected by the new certifications IIBA is offering, including Agile Analysis and Business Data Analytics, and the Cybersecurity Analysis and Product Ownership certifications, which are making their debut in 2020.

IIBA would like to share our appreciation with our members and the community who provided invaluable data by responding to the survey and special thanks to our sponsor and supporters who distributed the survey.
Total Respondents & Participating Countries

129 COUNTRIES
5616 RESPONDENTS

RESPONSES BY TOP 5 COUNTRIES

1. UNITED STATES 29.0%
2. CANADA 13.1%
3. INDIA 11.9%
4. AUSTRALIA 8.1%
5. UNITED KINGDOM 4.7%

Countries are grouped into Regions based on the World Bank Purchasing Parity. Refer to page 50 for the full list of participating countries by regions.

RESPONSES BY REGIONS

62.84%
17.1%
20.1%

RESPONSES BY GENDER* PER REGION

*Non-binary responses were not statistically relevant in survey responses.

51.5% 48.1%
59.4% 40.1%
62.8% 37.1%
Age by Region & Education

**Average Age by Region**

**Region 1**
- <26: 4.6%
- 26-35: 26%
- 36-45: 32.2%
- 46-55: 25.5%
- 56-65: 10.5%
- >65: 1.2%

**Region 2**
- <26: 8.3%
- 26-35: 46.3%
- 36-45: 34.3%
- 46-55: 9.4%
- 56-65: 1.7%
- >65: 0.1%

**Region 3**
- <26: 17%
- 26-35: 58.7%
- 36-45: 20.7%
- 46-55: 2.8%
- 56-65: 0.7%
- >65: 0.1%

Average Age:
- Region 1: 42
- Region 2: 36
- Region 3: 33

**36%**
Survey Respondents aged 26-35

**30%**
Survey Respondents aged 36-45

Advanced Education:
- 45.5% hold a Bachelor’s Degree
- 35.2% hold a Master’s Degree

Advanced Education by Gender:
- Female: Bachelor’s Degree 46%, Master’s Degree 32%
- Male: Bachelor’s Degree 46%, Master’s Degree 38%
- Non-Binary: Bachelor’s Degree 28%, Master’s Degree 33%
Industries Where BAs Work

In this year’s survey, we asked respondents where they work. The global results show the top industries where the highest number of BAs are employed, and we also share the top paying industries where BAs work. Across the globe, the majority of respondents report they work in IT or conduct their work to support their business units or a combination of both IT and business.

**TOP INDUSTRIES THAT EMPLOY BAs**

- **Pharmaceutical industry** BAs earn **33% more** than the average.
- **Government & Public Sector** BAs earn **9% more** than the average.
- **Services - Business, Professional, Consulting** BAs earn **10% more** than the average.
- **Information Technology** BAs earn **30% more** than the average.
- **Finance / Insurance** BAs earn **26% more** than the average.
- BAs working in the **Energy & Utilities** sector earn **12% more** than the average.
- **Healthcare & Social Services** BAs earn **7% more** than the average.
- **Aerospace/Cybersecurity/Defence** sectors earn **7% more** than the average.
- Working in the **Manufacturing** sector earn up to **10% more** than the average.

**Top 5 Industries Where BAs Work**

- **Finance / Insurance**
- **Information Technology**
- **Services - Business, Professional, Consulting**
- **Healthcare & Social Services**
- **Government & Public Sector**
CORE RESPONSIBILITIES
Respondents were able to make multiple selections

Top areas and percentage of time spent performing this work

<table>
<thead>
<tr>
<th>Area</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Analytics</td>
<td>46.7%</td>
</tr>
<tr>
<td>Architecture</td>
<td>16.8%</td>
</tr>
<tr>
<td>Business Analysis</td>
<td>92.9%</td>
</tr>
<tr>
<td>Development</td>
<td>19.2%</td>
</tr>
<tr>
<td>Financial Analysis</td>
<td>16.3%</td>
</tr>
<tr>
<td>Organizational Development</td>
<td>21.1%</td>
</tr>
<tr>
<td>Process Development</td>
<td>59.1%</td>
</tr>
<tr>
<td>Product Owner</td>
<td>30.8%</td>
</tr>
<tr>
<td>Project Ownership</td>
<td>19.2%</td>
</tr>
<tr>
<td>Project Management</td>
<td>41.2%</td>
</tr>
<tr>
<td>Quality Assurance</td>
<td>37.0%</td>
</tr>
<tr>
<td>Scrum</td>
<td>34.1%</td>
</tr>
<tr>
<td>Technical Design</td>
<td>22.0%</td>
</tr>
<tr>
<td>Testing</td>
<td>50.6%</td>
</tr>
<tr>
<td>Training</td>
<td>44.1%</td>
</tr>
<tr>
<td>Other</td>
<td>3.0%</td>
</tr>
</tbody>
</table>

CAREER OPPORTUNITIES

- 1% EXECUTIVE/CEO/PRESIDENT/OWNER
- 4% SENIOR MANAGEMENT/VP/DIRECTOR
- 12% MANAGER
- 42% EXPERIENCED/SENIOR-LEVEL
- 31% EXPERIENCED/MID-LEVEL
- 10% ENTRY-LEVEL/JUNIOR

93% of global respondents perform business analysis work within their role
YOUR ROLE / JOB TITLE

40% BUSINESS ANALYST
13% OTHER / HYBRID ROLE
8% BUSINESS SYSTEMS ANALYST
7% IT BUSINESS ANALYST
8% BUSINESS ANALYST / PROJECT MANAGER
5% MANAGER / DIRECTOR / VP / C-LEVEL
3% BUSINESS CONSULTANT

63% OF GLOBAL RESPONDENTS REPORT BUSINESS ANALYST IS IN THEIR TITLE

TOP JOB TITLES BY REGION

<table>
<thead>
<tr>
<th>Role</th>
<th>Region 1</th>
<th>Region 2</th>
<th>Region 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Analyst</td>
<td>41%</td>
<td>37%</td>
<td>41%</td>
</tr>
<tr>
<td>Other / Hybrid Role</td>
<td>14%</td>
<td>11%</td>
<td>13%</td>
</tr>
<tr>
<td>Business Systems Analyst</td>
<td>8%</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>IT Business Analyst</td>
<td>7%</td>
<td>8%</td>
<td>8%</td>
</tr>
<tr>
<td>Business Analyst / Project Manager</td>
<td>7%</td>
<td>9%</td>
<td>8%</td>
</tr>
<tr>
<td>Manager / Director / VP / C-Level</td>
<td>5%</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>Business Consultant</td>
<td>3%</td>
<td>3%</td>
<td>4%</td>
</tr>
</tbody>
</table>
Respondents identified the following skills as the most required competencies and skill sets in their current role performing business analysis work.

Respondents were able to make multiple selections.

### HARD SKILLS

- Problem Solving: 91%
- Critical Thinking: 74%
- Decision Making: 67%
- Customer Experience: 67%
- User Stories: 62%
- Change Management: 62%
- Agile Mindset: 60%
- Negotiation Skills: 56%
- Design Thinking: 54%
- Other: 2%

### SOFT SKILLS

Soft skills are transferable skills important to the success in any role. Employers value soft skills because they enable BAs to cooperate, collaborate, and thrive within an organization.

Respondents were able to make multiple selections.

- Communication Skills: 94%
- Creative Thinking: 84%
- Organizational Skills: 81%
- Leadership: 73%
- Emotional Intelligence: 64%
- Storytelling: 54%
- Other: 7%
PERFORMED KNOWLEDGE AREAS

Knowledge Areas (KAs) are based on A Guide to the Business Analysis Body of Knowledge® (BABOK® Guide), the global standard for the practice of business analysis. The most performed KAs are Requirements Analysis and Design Definition, Elicitation and Collaboration, and Business Analysis Planning & Monitoring. Respondents report spending greater engagement on these KAs.
We asked respondents what the top barriers are in their role and the responses indicate that a lack of understanding of the role of business analysis is their biggest obstacle (44%).

52% of respondents report they are directly engaged with customers.

Business Analysts report Project Managers always or usually include them in decision making 23%-37% of the time while 27% report being included only sometimes.

Certify Your Future
Get started today at iiba.org/certification
DO YOU WORK FOR AN INTERNATIONAL ORGANIZATION?

50%

WHERE DO YOU REPORT TO? / SKILLS TRAINING

REPORTING AREAS

- **44%** SOLUTION SPACE (IT / PROJECT MANAGER)
- **35%** DOMAIN REPORTING (FUNCTIONAL BUSINESS AREA / PRODUCT)
- **15%** CENTRE OF EXCELLENCE / PMO
- **5%** OTHER

DOES YOUR EMPLOYER INVEST IN SKILLS TRAINING FOR YOUR CAREER DEVELOPMENT?

- **35%** YES
- **65%** NO

HOW MANY BUSINESS ANALYSIS CAREER LEVELS ARE THERE WITHIN YOUR ORGANIZATION?

Career Levels Within Organization (%)

- **1-2 LEVELS**
  - REGION 1: 26%
  - REGION 2: 28%
  - REGION 3: 21%

- **3-4 LEVELS**
  - REGION 1: 63%
  - REGION 2: 59%
  - REGION 3: 55%

- **5+ LEVELS**
  - REGION 1: 11%
  - REGION 2: 13%
  - REGION 3: 24%
### CAREER LEVELS BY TOP 5 COUNTRIES

<table>
<thead>
<tr>
<th>Country</th>
<th>1-2 Levels</th>
<th>3-4 Levels</th>
<th>&gt;5 Levels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>35%</td>
<td>57%</td>
<td>8%</td>
</tr>
<tr>
<td>Canada</td>
<td>30%</td>
<td>63%</td>
<td>7%</td>
</tr>
<tr>
<td>India</td>
<td>21%</td>
<td>56%</td>
<td>23%</td>
</tr>
<tr>
<td>New Zealand</td>
<td>46%</td>
<td>45%</td>
<td>9%</td>
</tr>
<tr>
<td>Nigeria</td>
<td>36%</td>
<td>50%</td>
<td>14%</td>
</tr>
</tbody>
</table>

52% of global respondents report their employer offers multiple career levels.

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**BA Practice**

IIBA Salary Survey 2019
CERTIFICATIONS EARNED

- **61%** of respondents hold at least one certification.
- **1+** certification holders earn 11% higher than non-certified respondents.
- **BA**s who hold at least one certification earn 11% higher than non-certified respondents.
- **BA**s who do not hold any certifications earn 6% less than average.

**BA**s who hold one or more IIBA certifications earn 14% more than average.

- **CBAP** certified **BA**s earn 19% more vs non-certified.
- **AAC** certified **BA**s earn 12% more vs non-certified.
- **CCBA** certified **BA**s earn 2% more vs non-certified.

- **17%** of global respondents hold a CBAP® certification.
- **4%** of global respondents hold an ECBA™ certificate.

**BENEFITS OF CERTIFICATION**

- Increased fulfillment at work: 36%
- Salary increase: 14%
- Promotion: 12%
- Greater confidence at work: 18%
- All of the above: 7%

36% of respondents report higher confidence at work is the most important benefit when considering to pursue a professional certification.

**WHAT PERCENTAGE OF SURVEY RESPONDENTS WORK FULL-TIME?**

88% up 4% from 2018.

**TOP 4 COUNTRIES WHERE BAs WORK FULL-TIME, 36-40 HOURS PER WEEK**

- Canada: 73%
- United Kingdom: 70%
- Australia: 69%
- South Africa: 57%
YEARS’ OF EXPERIENCE BY REGION

- **REGION 1**
  - 1-10 Years’ Experience: 60%
  - 11-15 Years’ Experience: 19%
  - 16+ Years’ Experience: 20%

- **REGION 2**
  - 1-10 Years’ Experience: 77%
  - 11-15 Years’ Experience: 15%
  - 16+ Years’ Experience: 9%

- **REGION 3**
  - 1-10 Years’ Experience: 87%
  - 11-15 Years’ Experience: 10%
  - 16+ Years’ Experience: 3%

YEARS’ OF EXPERIENCE BY TOP 5 COUNTRIES

<table>
<thead>
<tr>
<th>Country</th>
<th>&lt; 2 Years</th>
<th>3-5 Years</th>
<th>6-10 Years</th>
<th>11-15 Years</th>
<th>16-20 Years</th>
<th>&gt;20 Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>India</td>
<td>31%</td>
<td>31%</td>
<td>26%</td>
<td>10%</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>South Africa</td>
<td>19%</td>
<td>27%</td>
<td>27%</td>
<td>19%</td>
<td>4%</td>
<td>5%</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>12%</td>
<td>19%</td>
<td>27%</td>
<td>21%</td>
<td>12%</td>
<td>9%</td>
</tr>
<tr>
<td>United States</td>
<td>13%</td>
<td>18%</td>
<td>25%</td>
<td>18%</td>
<td>12%</td>
<td>12%</td>
</tr>
<tr>
<td>Australia</td>
<td>13%</td>
<td>21%</td>
<td>27%</td>
<td>23%</td>
<td>10%</td>
<td>6%</td>
</tr>
<tr>
<td>Global</td>
<td>19%</td>
<td>23%</td>
<td>27%</td>
<td>17%</td>
<td>8%</td>
<td>7%</td>
</tr>
</tbody>
</table>
Salary

HOURS YOU WORK

54% of global respondents work between 36-40 hours per week.

AVERAGE YEARS’ OF EXPERIENCE & TENURE

- 49% have 3-10 years’ experience
- 17% have 11-15 years’ experience
- 19% have less than 2 years’ experience

HOW LONG DO YOU PLAN TO STAY WITH YOUR CURRENT EMPLOYER?

- 71% of BAs report they have worked for their current employer for 5 years or less
- 29% of respondents intend to stay with their current organization for the next 3-5 years

54% of global respondents work between 36-40 hours per week.
**AVERAGE SALARY BY REGION**
Global salary reported by region is based on average salary in USD.*

- **UNITED STATES** $84,300
- **CANADA** $63,722
- **UNITED KINGDOM** $79,837
- **SWITZERLAND** $138,836
- **NETHERLANDS** $82,537
- **INDIA** $47,273
- **SOUTH AFRICA** $45,975
- **AUSTRALIA** $69,398
- **AUSTRIA** $96,432

**GLOBAL AVERAGE SALARY BY GENDER**
Global average salary reported in USD.*

**WOMEN EARN** $74,188

**MEN EARN** $72,965

In 2019, the global women’s salary is 2% higher than men’s salary.

*Non-binary responses were not statistically relevant in survey responses.

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**AVERAGE SALARY COMPARISON BY COUNTRIES**
Average salary reported in USD.*

**UNITED STATES** $84,300
**CANADA** $63,722
**UNITED KINGDOM** $79,837
**SWITZERLAND** $138,836
**NETHERLANDS** $82,537
**INDIA** $47,273
**SOUTH AFRICA** $45,975
**AUSTRALIA** $69,398
**AUSTRIA** $96,432

**GLOBAL AVERAGE SALARY:** $73,632

*Non-binary responses were not statistically relevant in survey responses.*
### Average Salary of Certified vs Non-Certified Respondents

<table>
<thead>
<tr>
<th>Certification Type</th>
<th>Global Average Salary</th>
<th>Region 1 Average Salary</th>
<th>Region 2 Average Salary</th>
<th>Region 3 Average Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>One or More IIBA Certifications</td>
<td>$78,424</td>
<td>$80,530</td>
<td>$45,896</td>
<td>$46,268</td>
</tr>
<tr>
<td>Respondents with</td>
<td>Earn 14% more than non-certified professionals</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>One or More IIBA Certifications</td>
<td>$76,188</td>
<td>$78,965</td>
<td>$43,101</td>
<td>$36,079</td>
</tr>
<tr>
<td>Respondents with</td>
<td>Earn 11% higher vs no certification</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No Certification</td>
<td>$68,936</td>
<td>$71,738</td>
<td>$41,580</td>
<td>$34,207</td>
</tr>
<tr>
<td>Respondents with IIBA CBAP® Certification</td>
<td>$81,852</td>
<td>$84,079</td>
<td>$49,241</td>
<td>$47,725</td>
</tr>
<tr>
<td>CBAP® holders earn 19% more than non-certified respondents</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Respondents with IIBA CCBA® Certification</td>
<td>$70,179</td>
<td>$72,026</td>
<td>$39,710</td>
<td>$65,500</td>
</tr>
<tr>
<td>CCBA® holders earn 2% more than non-certified respondents</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Respondents with IIBA ECBA™ or ECBA™+ Certification</td>
<td>$63,824</td>
<td>$65,294</td>
<td>$37,650</td>
<td>$52,000</td>
</tr>
<tr>
<td>ECBA™ holders earn 91% more than non-certified respondents</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Respondents with IIBA®-AAC Certification</td>
<td>$76,997</td>
<td>$79,376</td>
<td>$45,467</td>
<td>$39,533</td>
</tr>
<tr>
<td>IIBA®-AAC holders earn 12% more than non-certified respondents</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Global average salary reported in USD.

### Expected Salary Increase Globally

34% of respondents received a salary increase of 1-3% in 2018 and 33% expect a similar annual increase in 2019.

### Opportunity for Advancement

**Do you think that you need to move to another workplace or position in order to obtain a significant pay increase?**

- **Yes, different workplace:** 35%
- **Yes, different position:** 14%
- **Yes, different workplace & position:** 30%
- **No, I don’t need to change my workplace or position:** 21%
Enhancing the Business Analysis Profession

IIBA has listened. We are pleased to announce two very exciting ways we are enhancing the BA profession next year.

Coming Soon: Product Ownership

The Product Ownership program will provide practical guidance, through agile and business analysis tools and techniques, to simplify the complexity and challenges that surround product management needs.

Coming Soon: Cybersecurity Analysis

Cybersecurity Analysis, an IIBA and IEEE joint online learning and certification offering, will recognize that a BA professional understands the requirements, the business value of cybersecurity, and how to incorporate security into business processes.

Stayed tuned to iiba.org for updates on these exciting new initiatives.
Regional Results: Australia

AVERAGE SALARY

Average BA salary in Australian AUD

$100,912

AVERAGE SALARY BY GENDER*

WOMEN EARN

$97,265 AUD

MEN EARN

$103,891 AUD

*Non-binary responses were not statistically relevant in survey responses.

In 2019, men working in Australia earn 6% more than women.

AVERAGE AGE

40% of Australian respondents are between 36-45 years of age.

<table>
<thead>
<tr>
<th>Age Group</th>
<th>&lt;26</th>
<th>26-35</th>
<th>36-45</th>
<th>46-55</th>
<th>55-65</th>
<th>&lt;65</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>3%</td>
<td>29%</td>
<td>40%</td>
<td>21%</td>
<td>7%</td>
<td>1%</td>
</tr>
</tbody>
</table>

EDUCATION LEVEL

39% hold a Bachelor’s degree

38% hold a Master’s degree

36% bachelor’s degree female

35% master’s degree female

41% bachelor’s degree male

41% master’s degree male

AVERAGE SALARY OF CERTIFIED VS NON-CERTIFIED RESPONDENTS

Respondents who hold an IIBA®-AAC certification report 7% more than non-certified individuals.

Respondents who hold an CBAP® certification report 11% higher salary vs. non-certified individuals.
Regional Results: Australia

**How Much Do You Work?**

73% of respondents work full-time.

**Hours You Work**

69% of respondents work between 36-40 hours per week.

- 20-35 hours: 1%
- 36-40 hours: 69%
- 41-50 hours: 23%

**Top Industries Where BAs Work**

- Finance, Insurance, Banking: 25%
- Government and Public Sector: 15%
- Information Technology: 27%

**Top Paying Industries Where BAs Work**

- Energy and Utilities: $123,114 AUD (Earn 22% More than Country Average)
- Construction and Real Estate: $115,601 AUD (Earn 15% More than Country Average)
- Communications: $108,967 AUD (Earn 8% More than Country Average)

Conversion rate = $1.47 AUD to $1 USD
Regional Results: Australia

YOUR ROLE / JOB TITLE

- 52% BUSINESS ANALYST
- 17% OTHER / HYBRID ROLE
- 7% BUSINESS ANALYST / PROJECT MANAGER
- 5% IT BUSINESS ANALYST
- 3% BUSINESS SYSTEMS ANALYST

69% OF RESPONDENTS REPORT THAT BUSINESS ANALYST IS IN THEIR TITLE

YEARS OF EXPERIENCE

<table>
<thead>
<tr>
<th>Years of Experience</th>
<th>&lt;2</th>
<th>3-5</th>
<th>6-10</th>
<th>11-15</th>
<th>16-20</th>
<th>&gt;20</th>
</tr>
</thead>
<tbody>
<tr>
<td>13%</td>
<td>21%</td>
<td>27%</td>
<td>23%</td>
<td>10%</td>
<td>6%</td>
<td></td>
</tr>
</tbody>
</table>

DO YOU WORK FOR AN INTERNATIONAL ORGANIZATION?

- Yes 38%
- No 62%

CAREER OPPORTUNITIES

- 5% MANAGER
- 50% EXPERIENCED / SENIOR-LEVEL
- 33% EXPERIENCED / MID-LEVEL
- 10% ENTRY-LEVEL / JUNIOR

49% of respondents report their employer offers multiple levels of career progression within their organization with 35% reporting 3 career levels.

CAREER OPPORTUNITIES

WHERE DO YOU REPORT TO? / SKILLS TRAINING

REPORTING AREAS

- 47% SOLUTION SPACE (IT / PROJECT MANAGER)
- 28% DOMAIN REPORTING (FUNCTIONAL BUSINESS AREA / PRODUCT)
- 20% CENTRE OF EXCELLENCE / PMO
- <1% OTHER
**Regional Results: Australia**

**AGILE APPROACHES**
Respondents were able to make multiple selections

- **SCRAM** 50.3%
- **LEAN & KANBAN SOFTWARE DEVELOPMENT** 19.9%
- DevOps 13.1%
- **SCALE AGILE / AGILE AT SCALE** 12.7%
- SCRUMBAN 10.1%
- **BEHAVIOUR-DRIVEN DEVELOPMENT (BDD)** 8.8%

**DIGITAL INITIATIVES**
Respondents were able to make multiple selections

**TECHNIQUES BAs USE IN DIGITAL INITIATIVES**

<table>
<thead>
<tr>
<th>Technique</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Journey Maps</td>
<td>29.76%</td>
</tr>
<tr>
<td>Needs Statement</td>
<td>21.66%</td>
</tr>
<tr>
<td>Story Prompts</td>
<td>9.85%</td>
</tr>
<tr>
<td>Empathy Maps</td>
<td>7.22%</td>
</tr>
<tr>
<td>User Stories</td>
<td>46.39%</td>
</tr>
<tr>
<td>SRS (Software Requirements Specification)</td>
<td>16.63%</td>
</tr>
<tr>
<td>Annotative Creative Documents</td>
<td>4.16%</td>
</tr>
<tr>
<td>Consumer Research</td>
<td>13.57%</td>
</tr>
<tr>
<td>Ethnographic Research</td>
<td>1.97%</td>
</tr>
<tr>
<td>Design Thinking</td>
<td>26.04%</td>
</tr>
<tr>
<td>Other</td>
<td>1.31%</td>
</tr>
</tbody>
</table>

**BUSINESS DATA ANALYTICS**
Respondents were able to make multiple selections

**BAs IDENTIFIED THE TECHNIQUES MOST NEEDED TO PRACTICE BUSINESS DATA ANALYTICS**

- **Source Data** 88%
- **Analyze** 88%
- **Interpret & Report Results** 85%
- **Use Results to Influence Business Decisions** 78%
- **Guide Company Level Strategy for Business** 52%

Respondents were able to make multiple selections
Regional Results: Canada

**Average Salary**

Average BA salary in Canadian Dollars CAD

$84,670 CAD

**Average Salary by Gender**

- **Women earn** $84,397 CAD
- **Men earn** $84,397 CAD

*Non-binary responses were not statistically relevant in survey responses.

**Average Age**

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;26</td>
<td>5%</td>
</tr>
<tr>
<td>26-35</td>
<td>29%</td>
</tr>
<tr>
<td>36-45</td>
<td>33%</td>
</tr>
<tr>
<td>46-55</td>
<td>25%</td>
</tr>
<tr>
<td>55-65</td>
<td>7%</td>
</tr>
<tr>
<td>&lt;65</td>
<td>1%</td>
</tr>
</tbody>
</table>

In 2019, salaries of women and men working in Canada are at par.

**Education Level**

- 51% hold a Bachelor’s degree
- 27% hold a Master’s degree

**Average Salary of Certified vs Non-Certified Respondents**

- Respondents who hold at minimum one certification earn on average $87,886 CAD
- Respondents who hold at least one IIBA certification earn $91,073 CAD
- BAs who do not hold any certification earn $77,156 CAD

27% of respondents in Canada report holding a Certified Business Analysis Professional™ (CBAP®) certification with an average salary of $71,944 CAD or 24% more than non-certified individuals.

CCBA® holders report they earn 15% more than non-certified individuals.

IIBA®-AAC holders report they earn 7% more than non-certified individuals.
Regional Results: Canada

HOW MUCH DO YOU WORK?

74% of respondents work full-time.

HOURS YOU WORK

73% of respondents work between 36-40 hours per week.

9% 20-35 HOURS
73% 36-40 HOURS
17% 41-50 HOURS

TOP INDUSTRIES WHERE BA\'s WORK

FINANCE, INSURANCE, BANKING
27%

GOVERNMENT AND PUBLIC SECTOR
15%

INFORMATION TECHNOLOGY
23%

TOP PAYING INDUSTRIES WHERE BA\'s WORK

PRIMARY RESOURCES AGRICULTURE AND MINING
$101,871 CAD
Earn 20% More than Country Average

ENERGY AND UTILITIES
$97,502 CAD
Earn 15% More than Country Average

AEROSPACE/CYBERSECURITY/DEFENCE
$92,348 CAD
Earn 9% More than Country Average

Conversion rate = $1.33 CAD to $1 USD
Regional Results: Canada

Your role/job title

- 39% Business Analyst
- 14% Other/Hybrid role
- 7% Business Analyst/Project Manager
- 7% IT Business Analyst
- 9% Business Systems Analyst

41% of respondents report that Business Analyst is in their title.

Years of experience

- <2: 17%
- 3-5: 20%
- 6-10: 29%
- 11-15: 18%
- 16-20: 11%
- >20: 6%

Do you work for an international organization?

- Yes: 43%
- No: 57%

Career opportunities

- 1% Manager
- 40% Experienced/Senior-level
- 32% Experienced/Mid-level
- 10% Entry-level/Junior

CAREER OPPORTUNITIES

- Nearly 70% of respondents say their employer invests in skills training.

53% of respondents report their employer offers multiple levels of career progression within their organization with 46% reporting 3 career levels.

Where do you report to? / Skills training

Reporting areas

- Solution space (IT/Project Manager): 40%
- Domain reporting (Functional Business Area/Product): 39%
- Centre of excellence/PMO: 15%
- Other: 8%
Regional Results: Canada

AGILE APPROACHES
Respondents were able to make multiple selections

- SCRUNG 37.9%
- LEAN & KANBAN SOFTWARE DEVELOPMENT 12.0%
- DevOps 9.2%
- SCALED AGILE / AGILE AT SCALE 7.9%
- SCRUMBAN 7.1%
- BEHAVIOUR-DRIVEN DEVELOPMENT (BDD) 4.1%

DIGITAL INITIATIVES
Respondents were able to make multiple selections

TECHNIQUES BAs USE IN DIGITAL INITIATIVES

<table>
<thead>
<tr>
<th>Technique</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Journey Maps</td>
<td>16.98%</td>
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<tr>
<td>Needs Statement</td>
<td>17.93%</td>
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<tr>
<td>Story Prompts</td>
<td>5.16%</td>
</tr>
<tr>
<td>Empathy Maps</td>
<td>3.67%</td>
</tr>
<tr>
<td>User Stories</td>
<td>29.89%</td>
</tr>
<tr>
<td>SRS (Software Requirements Specification)</td>
<td>14.40%</td>
</tr>
<tr>
<td>Annotative Creative Documents</td>
<td>3.80%</td>
</tr>
<tr>
<td>Consumer Research</td>
<td>8.97%</td>
</tr>
<tr>
<td>Ethnographic Research</td>
<td>1.36%</td>
</tr>
<tr>
<td>Design Thinking</td>
<td>18.21%</td>
</tr>
<tr>
<td>Other</td>
<td>0.82%</td>
</tr>
</tbody>
</table>

BUSINESS DATA ANALYTICS
Respondents were able to make multiple selections

BAs IDENTIFIED THE TECHNIQUES MOST NEEDED TO PRACTICE BUSINESS DATA ANALYTICS

<table>
<thead>
<tr>
<th>Technique</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source Data</td>
<td>80%</td>
</tr>
<tr>
<td>Analyze</td>
<td>89%</td>
</tr>
<tr>
<td>Interpret &amp; Report Results</td>
<td>83%</td>
</tr>
<tr>
<td>Use Results to Influence Business Decisions</td>
<td>81%</td>
</tr>
<tr>
<td>Guide Company Level Strategy for Business</td>
<td>61%</td>
</tr>
</tbody>
</table>

IIBA Salary Survey 2019
Regional Results: India

AVERAGE SALARY

Average BA salary in Indian Rupees INR

₹3,357,528 INR

WOMEN EARN

₹2,043,111 INR

MEN EARN

₹3,603,977 INR

*Non-binary responses were not statistically relevant in survey responses.

AVERAGE AGE

<table>
<thead>
<tr>
<th>Age Range</th>
<th>18%</th>
<th>62%</th>
<th>17%</th>
<th>3%</th>
<th>**</th>
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<tbody>
<tr>
<td>&lt;26</td>
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<td>26-35</td>
<td>18%</td>
<td>62%</td>
<td>17%</td>
<td>3%</td>
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<td>36-45</td>
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</tbody>
</table>

62% of respondents are between 26-35 years of age

EDUCATION LEVEL

39% HOLD A BACHELOR’S DEGREE

52% HOLD A MASTER’S DEGREE

AVERAGE SALARY OF CERTIFIED VS NON-CERTIFIED RESPONDENTS

RESPONDENTS WHO HOLD AT MINIMUM ONE CERTIFICATION EARN ON AVERAGE

₹2,455,611 INR

RESPONDENTS WHO HOLD AT LEAST ONE IIBA CERTIFICATION EARN

₹3,276,847 INR

BA’s WHO DO NOT HOLD ANY CERTIFICATION EARN

₹3,965,128 INR

12% of respondents in India report holding a Certified Business Analysis Professional™ (CBAP®) certification

Respondents holding a Certification of Capability in Business Analysis™ (CCBA®) report earning 17% more than non-certified individuals
Regional Results: India

HOW MUCH DO YOU WORK?

82% OF RESPONDENTS WORK FULL-TIME

HOURS YOU WORK

40% of respondents work between 36-40 hours per week.

TOP INDUSTRIES WHERE BAs WORK

INFORMATION TECHNOLOGY 47%
FINANCE, INSURANCE, BANKING 26%
BUSINESS/PROFESSIONAL SERVICES* 7%

TOP PAYING INDUSTRIES WHERE BAs WORK

TRAINING/EDUCATION ₹4,651,989 INR
Earn 39% more than the country average

ENERGY & UTILITIES ₹7,489,347 INR
Earn 123% more than the country average

Conversion rate = ₹71.02 INR to $1 USD

*Business/professional services includes consulting, wholesale / retail & transportation

IIBA Salary Survey 2019
Regional Results: India

YOUR ROLE / JOB TITLE

- 41% BUSINESS ANALYST
- 15% OTHER / HYBRID ROLE
- 8% BUSINESS ANALYST / PROJECT MANAGER
- 5% IT BUSINESS ANALYST
- 3% BUSINESS SYSTEMS ANALYST

43% OF RESPONDENTS REPORT THAT BUSINESS ANALYST IS IN THEIR TITLE

DO YOU WORK FOR AN INTERNATIONAL ORGANIZATION?

- Yes 78%
- No 22%

YEARS OF EXPERIENCE

- <2: 31%
- 3-5: 31%
- 6-10: 26%
- 11-15: 10%
- 16-20: 1%
- >20: 1%

CAREER OPPORTUNITIES

- 12% MANAGER
- 31% EXPERIENCED/SENIOR-LEVEL
- 42% EXPERIENCED/MID-LEVEL
- 13% ENTRY-LEVEL/JUNIOR

Nearly 49% of respondents say their employer invests in skills training.

45% of respondents report their employer offers multiple levels of career progression within their organization with 35% reporting 3 career levels.

WHERE DO YOU REPORT TO? / SKILLS TRAINING

REPORTING AREAS

- 39% SOLUTION SPACE (IT / PROJECT MANAGER)
- 50% DOMAIN REPORTING (FUNCTIONAL BUSINESS AREA / PRODUCT)
- 8% CENTRE OF EXCELLENCE / PMO
- 3% OTHER
Regional Results: India

AGILE APPROACHES
Respondents were able to make multiple selections

- **SCRUM** 41.4%
- **LEAN & KANBAN SOFTWARE DEVELOPMENT** 4.2%
- **DevOps** 7.5%
- **SCALE AGILE / AGILE AT SCALE** 8.1%
- **SCRUMBAN** 3.2%
- **BEHAVIOUR-DRIVEN DEVELOPMENT (BDD)** 4.7%
- **FEATURE-DRIVEN DEVELOPMENT (FDD)** 6.0%
- **TEST-DRIVEN DEVELOPMENT (TDD)** 7.7%
- **DYNAMIC SYSTEMS DEVELOPMENT METHOD (DSDM)** 1.2%
- **PAIR PROGRAMMING** 2.1%
- **XP** 0.8%
- **CRYSTAL** 0.6%

DIGITAL INITIATIVES
Respondents were able to make multiple selections

<table>
<thead>
<tr>
<th>Techniques BAs Use in Digital Initiatives</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Journey Maps</td>
<td>13.21%</td>
</tr>
<tr>
<td>Needs Statement</td>
<td>11.56%</td>
</tr>
<tr>
<td>Story Prompts</td>
<td>6.91%</td>
</tr>
<tr>
<td>Empathy Maps</td>
<td>3.15%</td>
</tr>
<tr>
<td>User Stories</td>
<td>24.17%</td>
</tr>
<tr>
<td>SRS (Software Requirements Specification)</td>
<td>15.92%</td>
</tr>
<tr>
<td>Annotative Creative Documents</td>
<td>2.10%</td>
</tr>
<tr>
<td>Consumer Research</td>
<td>8.56%</td>
</tr>
<tr>
<td>Ethnographic Research</td>
<td>1.35%</td>
</tr>
<tr>
<td>Design Thinking</td>
<td>13.96%</td>
</tr>
<tr>
<td>Other</td>
<td>0.75%</td>
</tr>
</tbody>
</table>

BUSINESS DATA ANALYTICS
Respondents were able to make multiple selections

<table>
<thead>
<tr>
<th>Techniques BAs Identify the Most Needed to Practice Business Data Analytics</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source Data</td>
<td>81%</td>
</tr>
<tr>
<td>Analyze</td>
<td>92%</td>
</tr>
<tr>
<td>Interpret &amp; Report Results</td>
<td>92%</td>
</tr>
<tr>
<td>Use Results to Influence Business Decisions</td>
<td>94%</td>
</tr>
<tr>
<td>Guide Company Level Strategy for Business</td>
<td>79%</td>
</tr>
</tbody>
</table>
Regional Results: South Africa

AVERAGE SALARY

Average BA salary in South African Rand ZAR

R676,103 ZAR

AVERAGE SALARY BY GENDER*

WOMEN EARN
R713,235 ZAR

MEN EARN
R646,662 ZAR

*Non-binary responses were not statistically relevant in survey responses.

In 2019, women working in South Africa earn 10% more than men.

AVERAGE AGE

45% of respondents are between 26-35 years of age

<table>
<thead>
<tr>
<th>Age Group</th>
<th>26-35</th>
<th>36-45</th>
<th>46-55</th>
<th>55-65</th>
<th>&lt;65</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;26</td>
<td>7%</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>26-35</td>
<td>45%</td>
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<td>55-65</td>
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<tr>
<td>&lt;65</td>
<td>**</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

EDUCATION LEVEL

46% hold a Bachelor’s degree

9% hold a Master’s degree

ASSOCIATE’S DEGREE FEMALE: 31%

BACHELOR’S DEGREE FEMALE: 51%

BACHELOR’S DEGREE MALE: 42%

MASTER’S DEGREE MALE: 16%

AVERAGE SALARY OF CERTIFIED VS NON-CERTIFIED RESPONDENTS

RESPONDENTS WHO HOLD AT MINIMUM ONE CERTIFICATION EARN ON AVERAGE R657,735 ZAR

RESPONDENTS WHO HOLD AT LEAST ONE IIBA CERTIFICATION EARN R 985,294 ZAR

BA’s WHO DO NOT HOLD ANY CERTIFICATION EARN R686,029 ZAR

CCBA® holders report they earn 44% more than non-certified individuals.
Regional Results: South Africa

**How much do you work?**

78% of respondents work full-time.

**Hours you work**

57% of respondents work between 36-40 hours per week.

**Top industries where BAs work**

- Finance, insurance, banking: 46%
- Information technology: 27%
- Business/professional services*: 15%

**Top paying industries where BAs work**

- Business/professional services*: R722,426 ZAR, earn 7% more than the country average
- Finance, insurance, banking: R713,397 ZAR, earn 6% more than the country average

Conversion rate = R14.71 ZAR to $1 USD

*Business/professional services includes consulting, wholesale / retail & transportation

IIBA Salary Survey 2019
Regional Results: South Africa

YOUR ROLE / JOB TITLE
- 49% BUSINESS ANALYST
- 10% OTHER / HYBRID ROLE
- 8% BUSINESS ANALYST / PROJECT MANAGER
- 7% IT BUSINESS ANALYST
- 5% BUSINESS SYSTEMS ANALYST

71% OF RESPONDENTS REPORT THAT BUSINESS ANALYST IS IN THEIR TITLE

DO YOU WORK FOR AN INTERNATIONAL ORGANIZATION?
- Yes 53%
- No 47%

YEARS OF EXPERIENCE

<table>
<thead>
<tr>
<th>Years</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;2</td>
<td>19%</td>
</tr>
<tr>
<td>3-5</td>
<td>27%</td>
</tr>
<tr>
<td>6-10</td>
<td>27%</td>
</tr>
<tr>
<td>11-15</td>
<td>19%</td>
</tr>
<tr>
<td>16-20</td>
<td>4%</td>
</tr>
<tr>
<td>&gt;20</td>
<td>5%</td>
</tr>
</tbody>
</table>

CAREER OPPORTUNITIES

- 10% MANAGER
- 41% EXPERIENCED/ SENIOR-LEVEL
- 32% EXPERIENCED/ MID-LEVEL
- 13% ENTRY-LEVEL/ JUNIOR

50% of respondents report their employer offers multiple levels of career progression within their organization with 46% reporting 3 career levels.

WHERE DO YOU REPORT TO?

REPORTING AREAS

- 48% SOLUTION SPACE (IT / PROJECT MANAGER)
- 30% DOMAIN REPORTING (FUNCTIONAL BUSINESS AREA / PRODUCT)
- 16% CENTRE OF EXCELLENCE / PMO
- <1% OTHER
Regional Results: South Africa

**AGILE APPROACHES**
Respondents were able to make multiple selections

- **SCRUM** 44.9%
- **LEAN & KANBAN SOFTWARE DEVELOPMENT** 13.8%
- **DevOps** 15.8%
- **SCALED AGILE / AGILE AT SCALE** 12.6%
- **SCRUMBAN** 6.3%
- **BEHAVIOUR-DRIVEN DEVELOPMENT (BDD)** 4.7%

**DIGITAL INITIATIVES**
Respondents were able to make multiple selections

**TECHNIQUES BAs USE IN DIGITAL INITIATIVES**

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<tr>
<th>Technique</th>
<th>Percentage</th>
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<td>User Stories</td>
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<tr>
<td>Annotative Creative Documents</td>
<td>3.15%</td>
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<tr>
<td>Consumer Research</td>
<td>13.39%</td>
</tr>
<tr>
<td>Ethnographic Research</td>
<td>0.79%</td>
</tr>
<tr>
<td>Design Thinking</td>
<td>27.95%</td>
</tr>
<tr>
<td>Other</td>
<td>0.39%</td>
</tr>
</tbody>
</table>

**BUSINESS DATA ANALYTICS**
Respondents were able to make multiple selections

**BAs IDENTIFIED THE TECHNIQUES MOST NEEDED TO PRACTICE BUSINESS DATA ANALYTICS**

<table>
<thead>
<tr>
<th>Task</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source Data</td>
<td>89%</td>
</tr>
<tr>
<td>Analyze</td>
<td>97%</td>
</tr>
<tr>
<td>Interpret &amp; Report Results</td>
<td>89%</td>
</tr>
<tr>
<td>Use Results to Influence Business Decisions</td>
<td>86%</td>
</tr>
<tr>
<td>Guide Company Level Strategy for Business</td>
<td>71%</td>
</tr>
</tbody>
</table>
Regional Results: United Kingdom

AVERAGE SALARY

Average BA salary in British Pounds Sterling

£64,385 GBP

AVERAGE SALARY BY GENDER*

WOMEN EARN

£62,356 GBP

MEN EARN

£65,627 GBP

*Non-binary responses were not statistically relevant in survey responses.

AVERAGE AGE

32% of respondents are between 36-45 years’ of age.

<table>
<thead>
<tr>
<th>Age</th>
<th>4%</th>
<th>31%</th>
<th>32%</th>
<th>26%</th>
<th>7%</th>
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</tr>
</thead>
<tbody>
<tr>
<td>26-35</td>
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<td>36-45</td>
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<td>32%</td>
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<td>46-55</td>
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</table>

In 2019, men working in the United Kingdom earn 5% more than women.

EDUCATION LEVEL

43%

HOLD A BACHELOR’S DEGREE

28%

HOLD A MASTER’S DEGREE

AVERAGE SALARY OF CERTIFIED VS NON-CERTIFIED RESPONDENTS

RESPONDENTS WHO HOLD AT MINIMUM ONE CERTIFICATION EARN ON AVERAGE

£64,104 GBP

RESPONDENTS WHO HOLD AT LEAST ONE IIBA CERTIFICATION EARN

£76,250 GBP

BA’s WHO DO NOT HOLD ANY CERTIFICATION EARN

£57,460 GBP

CBAP® holders report they earn 39% more than non-certified individuals

IIBA®-AAC holders report they earn 40% more than non-certified individuals
Regional Results: United Kingdom

HOW MUCH DO YOU WORK?

79% OF RESPONDENTS WORK FULL-TIME

HOURS YOU WORK

70% of respondents work between 36-40 hours per week.

70% - 36-40 HOURS
1% - 20-35 HOURS
20% - 41-50 HOURS

TOP INDUSTRIES WHERE BAs WORK

FINANCE, INSURANCE, BANKING - 32%
INFORMATION TECHNOLOGY - 18%
GOVERNMENT AND PUBLIC SECTOR - 11%

TOP PAYING INDUSTRIES WHERE BAs WORK

PHARMACEUTICAL - £80,040 GBP (Earn 25% More than the Country Average)
AEROSPACE/CYBERSECURITY/DEFENCE - £74,345 GBP (Earn 15% More than the Country Average)
FINANCE, INSURANCE, BANKING - £72,863 GBP (Earn 13% More than the Country Average)

Conversion rate = £0.80 GBP to $1 USD
Regional Results: United Kingdom

**YOUR ROLE / JOB TITLE**
- 61% BUSINESS ANALYST
- 16% OTHER / HYBRID ROLE
- 5% BUSINESS ANALYST / PROJECT MANAGER
- 3% IT BUSINESS ANALYST
- 2% BUSINESS SYSTEMS ANALYST

73% OF RESPONDENTS REPORT THAT BUSINESS ANALYST IS IN THEIR TITLE

**YEARS OF EXPERIENCE**

<table>
<thead>
<tr>
<th>Years</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;2</td>
<td>12%</td>
</tr>
<tr>
<td>3-5</td>
<td>19%</td>
</tr>
<tr>
<td>6-10</td>
<td>27%</td>
</tr>
<tr>
<td>11-15</td>
<td>21%</td>
</tr>
<tr>
<td>16-20</td>
<td>12%</td>
</tr>
<tr>
<td>&gt;20</td>
<td>9%</td>
</tr>
</tbody>
</table>

**DO YOU WORK FOR AN INTERNATIONAL ORGANIZATION?**
- Yes 58%
- No 42%

**CAREER OPPORTUNITIES**
- 1% SENIOR MANAGEMENT/VP/DIRECTOR
- 15% MANAGER
- 36% EXPERIENCED/SENIOR-LEVEL
- 37% EXPERIENCED/MID-LEVEL
- 1% ENTRY-LEVEL/JUNIOR

Nearly 66% of respondents say their employer invests in skills training

53% of respondents report their employer offers multiple levels of career progression within their organization with 48% reporting 3 career levels.

**WHERE DO YOU REPORT TO? / SKILLS TRAINING**

**REPORTING AREAS**
- 48% SOLUTION SPACE (IT / PROJECT MANAGER)
- 30% DOMAIN REPORTING (FUNCTIONAL BUSINESS AREA / PRODUCT)
- 16% CENTRE OF EXCELLENCE / PMO
- <1% OTHER
Regional Results: United Kingdom

AGILE APPROACHES
Respondents were able to make multiple selections

- **SCUM**: 60.5%
- **LEAN & KANBAN SOFTWARE DEVELOPMENT**: 19.2%
- **DevOps**: 14.9%
- **SCALE AGILE / AGILE AT SCALE**: 11.9%
- **SCRUM**: 13.4%
- **BEHAVIOUR-DRIVEN DEVELOPMENT (BDD)**: 14.9%
- **FEATURE-DRIVEN DEVELOPMENT (FDD)**: 6.5%
- **TEST-DRIVEN DEVELOPMENT (TDD)**: 7.7%
- **DYNAMIC SYSTEMS DEVELOPMENT METHOD (DSDM)**: 4.6%
- **PAIR PROGRAMMING**: 2.7%
- **CRYSTAL**: 0.8%

DIGITAL INITIATIVES
Respondents were able to make multiple selections

TECHNIQUES BAs USE IN DIGITAL INITIATIVES

<table>
<thead>
<tr>
<th>Technique</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Journey Maps</td>
<td>37.55%</td>
</tr>
<tr>
<td>Needs Statement</td>
<td>19.92%</td>
</tr>
<tr>
<td>Story Prompts</td>
<td>7.66%</td>
</tr>
<tr>
<td>Empathy Maps</td>
<td>5.36%</td>
</tr>
<tr>
<td>User Stories</td>
<td>44.83%</td>
</tr>
<tr>
<td>SRS (Software Requirements Specification)</td>
<td>14.18%</td>
</tr>
<tr>
<td>Annotative Creative Documents</td>
<td>4.98%</td>
</tr>
<tr>
<td>Consumer Research</td>
<td>13.41%</td>
</tr>
<tr>
<td>Ethnographic Research</td>
<td>5.75%</td>
</tr>
<tr>
<td>Design Thinking</td>
<td>21.46%</td>
</tr>
<tr>
<td>Other</td>
<td>1.92%</td>
</tr>
</tbody>
</table>

BUSINESS DATA ANALYTICS
Respondents were able to make multiple selections

BAs IDENTIFIED THE TECHNIQUES MOST NEEDED TO PRACTICE BUSINESS DATA ANALYTICS

<table>
<thead>
<tr>
<th>Technique</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source Data</td>
<td>77%</td>
</tr>
<tr>
<td>Analyze</td>
<td>84%</td>
</tr>
<tr>
<td>Interpret &amp; Report Results</td>
<td>79%</td>
</tr>
<tr>
<td>Use Results to Influence Business Decisions</td>
<td>80%</td>
</tr>
<tr>
<td>Guide Company Level Strategy for Business</td>
<td>59%</td>
</tr>
</tbody>
</table>
Regional Results: United States

**Average Salary**

Average BA salary in US Dollars USD

**$84,299**

**Average Salary by Gender**

- **Women earn $84,895**
- **Men earn $83,417**

*Non-binary responses were not statistically relevant in survey responses.*

**Average Age**

- 29% of respondents are between 36-45 years of age

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;26</td>
<td>5%</td>
</tr>
<tr>
<td>26-35</td>
<td>21%</td>
</tr>
<tr>
<td>36-45</td>
<td>29%</td>
</tr>
<tr>
<td>46-55</td>
<td>28%</td>
</tr>
<tr>
<td>55-65</td>
<td>15%</td>
</tr>
<tr>
<td>&lt;65</td>
<td>2%</td>
</tr>
</tbody>
</table>

**Education Level**

- **49%** hold a Bachelor’s degree
- **32%** hold a Master’s degree

**Respondents who hold at minimum one certification earn on average $88,589**

**Respondents who hold at least one IIBA certification earn $87,992**

**BAs who do not hold any certification earn $78,723**

20% of respondents in the U.S. report holding a Certified Business Analysis Professional™ (CBAP®) certification with an average salary of $92,923 or 18% more than non-certified individuals.

IIBA®-AAC holders report they earn 11% more than non-certified individuals.
HOW MUCH DO YOU WORK?

86% OF RESPONDENTS WORK FULL-TIME

HOURS YOU WORK

49% of respondents work between 41-50 hours per week.

TOP INDUSTRIES WHERE BAs WORK

- FINANCE, INSURANCE, BANKING: 24%
- INFORMATION TECHNOLOGY: 24%
- GOVERNMENT AND PUBLIC SECTOR: 12%

TOP PAYING INDUSTRIES WHERE BAs WORK

- PRIMARY RESOURCES - AGRICULTURE AND MINING: $107,333 (Earn 27% More than the Country Average)
- PHARMACEUTICAL: $96,239 (Earn 14% More than the Country Average)
- ENERGY AND UTILITIES: $92,058 (Earn 9% More than the Country Average)
Regional Results: United States

YOUR ROLE / JOB TITLE
81% of respondents report that BUSINESS ANALYST is in their title

- 45% BUSINESS ANALYST
- 15% OTHER / HYBRID ROLE
- 8% BUSINESS ANALYST / PROJECT MANAGER
- 9% IT BUSINESS ANALYST
- 16% BUSINESS SYSTEMS ANALYST

YEARS OF EXPERIENCE

<table>
<thead>
<tr>
<th>Experience</th>
<th>13%</th>
<th>18%</th>
<th>25%</th>
<th>18%</th>
<th>12%</th>
<th>12%</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;2</td>
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<td>6-10</td>
<td>13%</td>
<td>18%</td>
<td>25%</td>
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<td>12%</td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

DO YOU WORK FOR AN INTERNATIONAL ORGANIZATION?

- Yes 40%
- No 60%

CAREER OPPORTUNITIES

- 11% MANAGER
- 48% EXPERIENCED/SENIOR-LEVEL
- 27% EXPERIENCED/MID-LEVEL
- 1% ENTRY-LEVEL/JUNIOR

Nearly 73% of respondents say their employer invests in skills training.

59% of respondents report their employer offers multiple levels of career progression within their organization with 39% reporting 3 career levels.

WHERE DO YOU REPORT TO? / SKILLS TRAINING

REPORTING AREAS

- 47% SOLUTION SPACE (IT / PROJECT MANAGER)
- 29% DOMAIN REPORTING (FUNCTIONAL BUSINESS AREA / PRODUCT)
- 19% CENTRE OF EXCELLENCE / PMO
- <1% OTHER
Regional Results: United States

AGILE APPROACHES
Respondents were able to make multiple selections

- **SCRUM** 46.4%
- **LEAN & KANBAN SOFTWARE DEVELOPMENT** 13.6%
- **DevOps** 13.0%
- **SCALEd AGILE / AGILE AT SCALE** 14.7%
- **SCRUMBAN** 8.2%
- **BEHAVIOUR-DRIVEN DEVELOPMENT (BDD)** 4.4%
- **FEATURE-DRIVEN DEVELOPMENT (FDD)** 6.2%
- **TEST-DRIVEN DEVELOPMENT (TDD)** 7.1%
- **DYNAMIC SYSTEMS DEVELOPMENT METHOD (DSDM)** 1.0%
- **PAIR PROGRAMMING** 2.8%
- **XP** 1.6%
- **CRYSTAL** 0.4%

DIGITAL INITIATIVES
Respondents were able to make multiple selections

**TECHNIQUES BAs USE IN DIGITAL INITIATIVES**

<table>
<thead>
<tr>
<th>Technique</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Journey Maps</td>
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<td>15.97%</td>
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<td>6.27%</td>
</tr>
<tr>
<td>Empathy Maps</td>
<td>3.26%</td>
</tr>
<tr>
<td>User Stories</td>
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<tr>
<td>Consumer Research</td>
<td>7.92%</td>
</tr>
<tr>
<td>Ethnographic Research</td>
<td>1.23%</td>
</tr>
<tr>
<td>Design Thinking</td>
<td>7.31%</td>
</tr>
<tr>
<td>Other</td>
<td>1.29%</td>
</tr>
</tbody>
</table>

BUSINESS DATA ANALYTICS
Respondents were able to make multiple selections

**BAs IDENTIFIED THE TECHNIQUES MOST NEEDED TO PRACTICE BUSINESS DATA ANALYTICS**

<table>
<thead>
<tr>
<th>Technique</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source Data</td>
<td>78%</td>
</tr>
<tr>
<td>Analyze</td>
<td>86%</td>
</tr>
<tr>
<td>Interpret &amp; Report Results</td>
<td>44%</td>
</tr>
<tr>
<td>Use Results to Influence Business Decisions</td>
<td>77%</td>
</tr>
<tr>
<td>Guide Company Level Strategy for Business</td>
<td>57%</td>
</tr>
</tbody>
</table>
Agile Approaches

According to the 2019 IIBA UK Chapter salary survey, Agile as a project approach is becoming more widely adopted in the UK with more and more BAs having Agile qualifications, such as Product Owner, SCRUM Master or Agile Business Analysis certifications and using Agile requirements management tools.

This feedback was mirrored in this years’ IIBA corporate benchmark survey of organizations that found the top three influencers for an agile transformation are faster time to act on new opportunities (77%), higher customer satisfaction & retention (63%) and process efficiencies improvement (62%).

1 IIBA® 2019 Business Analysis in an Agile Context available to IIBA corporate members

71% of BA professionals practice agile approaches

21% increase in agile practices from 2017 to 2019

Agile Analysis addresses both necessity and demand for agile and analyst communities to collaborate and transform project delivery.
Agile Approaches

WHICH AREAS DO YOU PRACTICE AGILE IN?

<table>
<thead>
<tr>
<th>Area</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>INFORMATION TECHNOLOGY</td>
<td>59%</td>
</tr>
<tr>
<td>BUSINESS PROCESS MANAGEMENT</td>
<td>50%</td>
</tr>
<tr>
<td>PROJECT MANAGEMENT</td>
<td>42%</td>
</tr>
<tr>
<td>CHANGE MANAGEMENT</td>
<td>38%</td>
</tr>
<tr>
<td>PRODUCT OWNERSHIP</td>
<td>33%</td>
</tr>
<tr>
<td>DATA MANAGEMENT</td>
<td>21%</td>
</tr>
<tr>
<td>BUSINESS INTELLIGENCE</td>
<td>20%</td>
</tr>
<tr>
<td>BUSINESS ARCHITECTURE</td>
<td>18%</td>
</tr>
<tr>
<td>OTHER</td>
<td>2%</td>
</tr>
</tbody>
</table>

WHICH AGILE APPROACHES DO YOU PRACTICE?

Respondents were able to make multiple selections

- **SCRUM** 83.0%
- **LEAN & KANBAN SOFTWARE DEVELOPMENT** 23.3%
- **DevOps** 20.1%
- **SCALE AGILE / AGILE AT SCALE** 20.4%
- **SCRUMBAN** 14.8%
- **FEATURE-DRIVEN DEVELOPMENT (FDD)** 10.9%
- **TEST-DRIVEN DEVELOPMENT (TDD)** 12.8%
- **DYNAMIC SYSTEMS DEVELOPMENT METHOD (DSDM)** 2.8%
- **PAIR PROGRAMMING** 4.5%
- **XP** 2.6%
- **CRYSTAL** 0.7%

**BAs REPORT THEIR AGILE TEAM FOCUSES ON LONG-TERM RESULTS 18-36% OF THE TIME.**
**Digital Transformation**

74% of respondents report their organizations have implemented digital or are in the progress/planning stage.

60% of BA professionals report being involved in digital initiatives.

33% of respondents report being somewhat involved.

27% of respondents report being very involved.

**Business Functions Where Digital is Performed**

- Marketing: 27%
- Finance: 27%
- Operations: 56%
- Maintenance: 15%
- Supply Chain/Logistics: 16%
- Call Centre: 16%
- Customer Service: 36%
- Sales: 23%
- Core Business Process: 50%
- Other: 5%

**Top 5 Digital Techniques Used to Deliver Digital Initiatives**

- User Stories: 74%
- Design Thinking: 46%
- SRS (Software Requirement Specs): 38%
- Customer Journey Maps: 41%
- Needs Statements: 38%

**Activities Where BA Professionals Are Involved in Digital Initiatives:**

- Planning: 45%
- Envisioning: 24%
- Business Case Development: 35%
- Analysis: 68%
- Execution: 42%
- Roll Out: 33%
- Testing: 39%
- Other: 1.4%

Respondents were able to make multiple selections.

IIBA Salary Survey 2019
Cybersecurity

WHAT IT’S LIKE TO WORK IN CYBERSECURITY
Big data is transforming business through predictive analysis, artificial intelligence and IOT (Internet Of Things), but it also introduces new privacy compliance and data-ethics risks creating new opportunities for BAs in cybersecurity.

WHAT IS YOUR ORGANIZATION’S DATA BUSINESS STRATEGY?
Respondents were able to make multiple selections

<table>
<thead>
<tr>
<th>Objective</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grow sales and revenue</td>
<td>56%</td>
</tr>
<tr>
<td>Improve customer experience</td>
<td>73%</td>
</tr>
<tr>
<td>Build trust and relationships</td>
<td>66%</td>
</tr>
<tr>
<td>Differentiate the business or get a competitive edge</td>
<td>46%</td>
</tr>
</tbody>
</table>

WHAT DOES YOUR ORGANIZATION’S DATA STRATEGY COVER?
Respondents report their organizations include the following solutions in their data strategy

<table>
<thead>
<tr>
<th>Solution</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Catalog Data Use</td>
<td>45%</td>
</tr>
<tr>
<td>Measurable Risk Indicators</td>
<td>60%</td>
</tr>
<tr>
<td>Data Ethics or “Fair” Data</td>
<td>48%</td>
</tr>
<tr>
<td>Forecast Data Needs</td>
<td>49%</td>
</tr>
<tr>
<td>Data Restrictions</td>
<td>56%</td>
</tr>
<tr>
<td>Right-sized Risk</td>
<td>38%</td>
</tr>
<tr>
<td>Mapped Against Data</td>
<td>29%</td>
</tr>
</tbody>
</table>

WHAT SKILLS ARE IMPORTANT?
Respondents were able to make multiple selections

According to respondents the most important skills BAs will need to work in cybersecurity are Risk Management and Compliance Knowledge

- Risk Management: 87%
- Compliance Knowledge: 85%
- Disaster Recovery: 64%
- Business Cases and Budgeting: 63%
- Security Tool Implementation: 56%
Business data analytics has become an area of great interest to organizations looking to obtain valuable insights from data that supports more informed business decision making.

38% of respondents report they are involved in Business Data Analytics.

**ORGANIZATION’S KEY REASONS FOR INVESTING IN BUSINESS DATA ANALYTICS**

Respondents were able to make multiple selections.

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve Efficiencies</td>
<td>70.97%</td>
</tr>
<tr>
<td>Enhance Customer Experience</td>
<td>59.22%</td>
</tr>
<tr>
<td>Deliver on Strategic Imperatives</td>
<td>57.17%</td>
</tr>
<tr>
<td>Gain Competitive Advantage</td>
<td>48.02%</td>
</tr>
<tr>
<td>Increase Revenues</td>
<td>47.27%</td>
</tr>
<tr>
<td>Innovate</td>
<td>46.38%</td>
</tr>
<tr>
<td>Targeting Investments Toward Delivering Products Customers Desire</td>
<td>31.49%</td>
</tr>
</tbody>
</table>
Five practice domains practitioners incorporate into their data initiatives to support informed business decision-making

**Identify research questions** - define business problem or opportunity, formulate research questions, plan business data analytics approach

**Source data** - plan data collection, determine the data sets, collect and validate data

**Analyze data** - develop analysis plan, prepare & explore data, perform data analysis

**Interpret & report data** - identify and understand the stakeholders, derive insights from data, communicate findings

**Use results to influence decision making** - recommend action, develop implementation plan, manage change

### WHICH BUSINESS DATA ANALYTICS DOMAINS ARE MOST IMPORTANT IN YOUR ROLE?

Respondents were able to make multiple selections

- **ANALYSE DATA**
  - 89%

- **INTERPRET AND REPORT RESULTS**
  - 84%

- **USE RESULTS TO INFLUENCE BUSINESS DECISION MAKING**
  - 81%

- **SOURCE DATA**
  - 80%

- **GUIDE COMPANY LEVEL STRATEGY FOR BUSINESS DATA ANALYTICS**
  - 62%

- **IDENTIFY RESEARCH QUESTIONS**
  - 64%

### SKILLS MOST IMPORTANT OR IMPORTANT TO BAs PRACTICING BUSINESS DATA ANALYTICS

Respondents were able to make multiple selections

- **COMMUNICATION**
  - 91%

- **PROBLEM SOLVING**
  - 92%

- **CREATIVE THINKING**
  - 83%

- **FACILITATION**
  - 75%

- **ORGANIZATIONAL KNOWLEDGE**
  - 82%

- **LEADERSHIP AND INFLUENCING**
  - 72%

- **SPECIALIZED SKILLS**
  - 63%

*In Structured Query Language (SQL), Statistics, Data Visualization, Data Story Telling*
### PARTICIPATING COUNTRIES BY REGIONS BASED ON WORLD BANK PURCHASING POWER PARITY

<table>
<thead>
<tr>
<th>REGION 1</th>
<th>REGION 2</th>
<th>REGION 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>Kenya</td>
<td>Timor-Leste</td>
</tr>
<tr>
<td>Austria</td>
<td>Kiribati</td>
<td>Tonga</td>
</tr>
<tr>
<td>Bahamas</td>
<td>Korea</td>
<td>Taiwan, Republic of China</td>
</tr>
<tr>
<td>Belgium</td>
<td>Latvia</td>
<td>Trinidad and Tobago</td>
</tr>
<tr>
<td>Canada</td>
<td>Lebanon</td>
<td>Turkey</td>
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<td>Denmark</td>
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<td>Vanuatu</td>
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<td>Finland</td>
<td>Libyan Arab Jamahiriya</td>
<td>Venezuela</td>
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<td>Iceland</td>
<td>Luxembourg</td>
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<td>Romania</td>
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<tr>
<td>Spain</td>
<td>Russian Federation</td>
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<tr>
<td>Sweden</td>
<td>Saint Kitts and Nevis</td>
<td></td>
</tr>
<tr>
<td>Switzerland</td>
<td>Saint Lucia</td>
<td></td>
</tr>
<tr>
<td>United Arab Emirates</td>
<td>Samoa</td>
<td></td>
</tr>
<tr>
<td>United Kingdom</td>
<td>Sao Tome and Principe</td>
<td></td>
</tr>
<tr>
<td>United States</td>
<td>Saudi Arabia</td>
<td></td>
</tr>
<tr>
<td>Virgin Islands</td>
<td>Senegal</td>
<td></td>
</tr>
</tbody>
</table>

### SALARY REPORTING GUIDELINES

The statistical significance has been calculated to be + or – 3% based on # and quality of respondents & the breakdown of the regions Data included only if minimum of 10 individuals provided information for a given response choice Percentages less than 0.5% are denoted by the symbol “***

** average salary excludes results below $25,000 USD.
Interested in participating in the 2020 Survey? Your participation will help ensure up-to-date results and by completing the survey, you will receive a free copy of the survey report.

Email Us at: survey@iiba.org

Make sure to include the subject line “2020 Salary Survey” to be added to the survey distribution list.

<table>
<thead>
<tr>
<th>Country</th>
<th>Conversion rate local currency to USD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia (AUD)</td>
<td>0.68771</td>
</tr>
<tr>
<td>Canada (CAD)</td>
<td>0.75259</td>
</tr>
<tr>
<td>India (INR)</td>
<td>0.01408</td>
</tr>
<tr>
<td>South Africa (ZAR)</td>
<td>0.068</td>
</tr>
<tr>
<td>United Kingdom (GBP)</td>
<td>1.24</td>
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</tbody>
</table>