THE WAR FOR TALENT

Software Developers - Applications 2017

The below markets offer cost savings greater than 15% from the Mean Annual Salary provided in the San Francisco metro area for Application Software Developers (\$123,472). These markets also have an employee pool estimated at greater than 10K employees (San Francisco labor pool = 38K). Company specific considerations such as number of staff required, necessary tenure/seniority

of these professionals, the cost of potential churn and attractiveness of in-market competitors to the subject Company's compensation and workforce culture will directly impact feasibility of recruitment. Additionally, for smaller scale operations, the Midwest and Southeast have several clusters of moderate concentrations of affordable developer talent which may be worth exploring for the right opportunity.

CHICAGO

AVG. SALARY Cost savings to Bay Area Metro \$98,641 20% 2017 EMPLOYMENT Bay Area Metro 37,929 **CHANGE FROM 2012** Bay Area Metro +46% UNIQUE JOB POSTINGS Bay Area Metro 6,959 POSTINGS / 2017 EMP Bay Area Metro 18%

MINNEAPOLIS

"[]"	AVG. SALARY \$92,972	Cost savings to Bay Area Metro 25%
9	2017 EMPLOYMENT 12,583	Bay Area Metro 37,929
	CHANGE FROM 2012 +9%	Bay Area Metro +46%
	UNIQUE JOB POSTINGS 2,263	Bay Area Metro 6,959
	POSTINGS / 2017 EMP 18%	Bay Area Metro 18%

Market

evolution sneed of

change

Potential indicator of in-market competition

PHILADELPHIA

	AVG. SALARY \$101,048	Cost savings to Bay Area Metro 18%
@ <u></u>	2017 EMPLOYMENT 16,595	Bay Area Metro 37,929
	CHANGE FROM 2012 $+8\%$	Bay Area Metro +46%
	UNIQUE JOB POSTINGS 2,443	Bay Area Metro 6,959
911	POSTINGS / 2017 EMP 15%	Bay Area Metro 18%

PHOENIX

** \$93,566	Cost savings to Bay Area Metro 24 %
2017 EMPLOYMENT 2017 EMPLOYMEN	Bay Area Metro 37,929
CHANGE FROM 2012 +25%	Bay Area Metro +46%
UNIQUE JOB POSTINGS 1,475	Bay Area Metro 6,959
POSTINGS / 2017 EMP 12%	Bay Area Metro 18%

Ability for market to sustain demand

