



2026

Technology Salary Guide:
Financial Services & Insurance

COMPREHENSIVE INSIGHTS FOR
HIRING & BENCHMARKING SALARIES

KapitalConsulting

- At **Kapital Consulting**, we partner with Australia's leading Financial institutions to build high-impact technology teams. From platform modernisation to product expansion and AI-driven innovation, we understand the pace and complexity of hiring in growth-stage environments.
- This guide is informed by over 5,000 conversations with technology professionals across 2025–2026, offering real-time salary benchmarks and insights into where the market is heading.
- We specialise in recruiting professionals with deep financial domain knowledge, modern tech expertise and the adaptability to thrive in evolving environments. Whether you're scaling a startup or transforming an enterprise, we help you secure talent with the right blend of skills, mindset and cultural alignment.
- Our strong international network also gives clients access to overseas-based Australians looking to return home - bringing global experience to local innovation.

UNIQUE MARKET FOCUS:



**FUNDS
INVESTMENT**



**FINANCIAL
SERVICES**



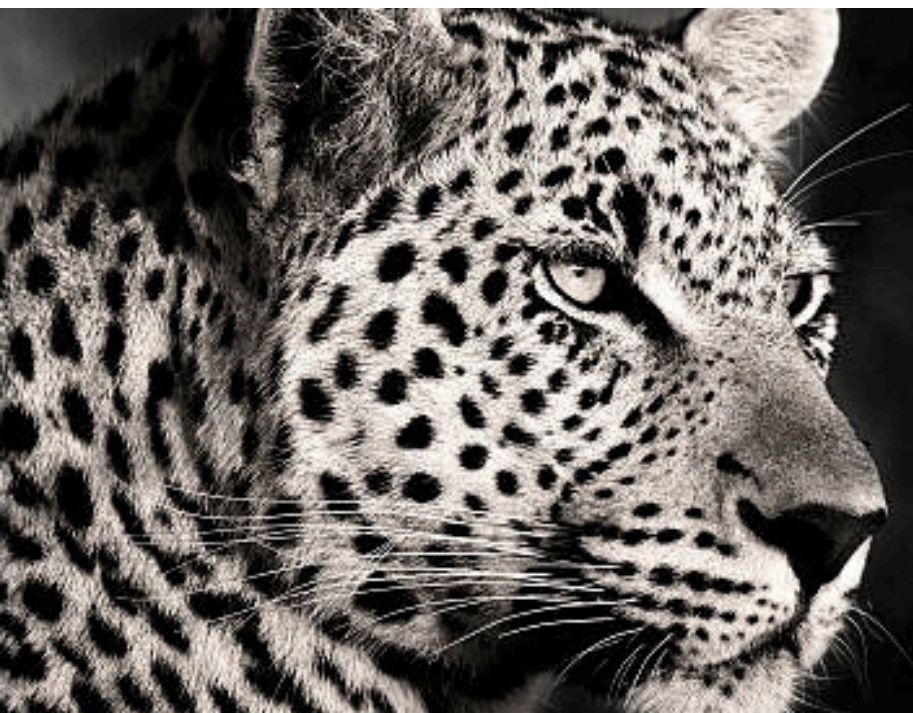
FINTECH



**PROPRIETARY
TRADING**



INSURANCE



KapitalConsulting

Table of Contents

Page 4: [Key Systems & Platforms we Recruit For](#)

Page 5: [Project Services](#)

Page 6: [Infrastructure & Cyber Security](#)

Page 7: [ServiceNow](#)

Page 8: [Software Engineering](#)

Page 9: [Data & AI](#)

Page 10: [Executive & C-Suite](#)

Page 11: [Bonuses](#)

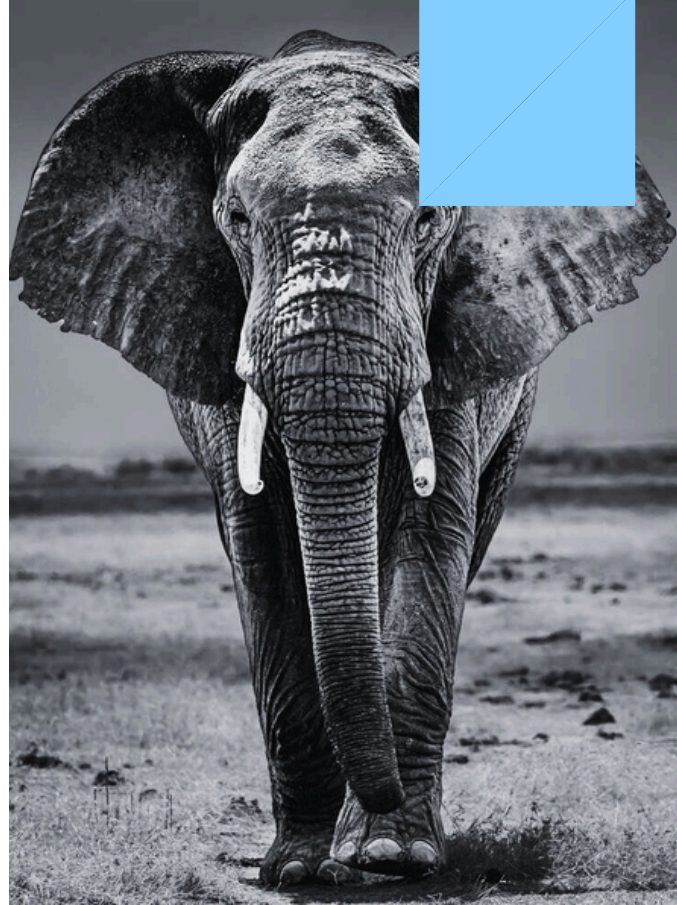
Page 12: [2026 Trends & In-Demand Skills](#)

Page 13: [Why Candidates are Changing Roles](#)

Page 14: [Top Challenges For Employers](#)

Page 15: [Contact Details](#)





Key Systems & Platforms We Recruit For

CATEGORY ▼

Investment & Portfolio Management

Trading & Execution

Data Management & Warehousing

Regulatory & Client Reporting

Risk & Compliance Solutions

Insurance & Claims Management

Fund Administration & Reconciliation

Workflow & Automation

SYSTEMS/PLATFORMS ▼

SimCorp Dimension, Charles River IMS, Bloomberg AIM, Aladdin, Efront, Alpha

Fidessa, FlexTrade, Itiviti, ION, TT, Bloomberg EMSX

Snowflake, ADP, Databricks, Fabric, Markit EDM, Eagle PACE, Neoxam, Finbourne, Rimes

GoldenSource, Kurtosys, Clearwater Analytics

FactSet, Murex, OpenGamma, Numerix, Fenergo

Guidewire, Duck Creek, Fineos

Eagle STAR, HiPortfolio, GTAS, Geneva, pControl

ServiceNow, Appian, Pega, Power Platform

****NOTE:** Salary bands are based on relevant hands-on experience and transferable skill sets, not total years in a specific role or industry. While skills may transfer (e.g. Data into AI), lateral moves across industries or business lines are not always viewed as equivalent experience and may require an initial adjustment in remuneration.

PROJECT SERVICES

Demand across financial services remains steady, with a clear shift toward business-led delivery and value realisation. As organisations scale, there is growing demand for Program Managers, Product Managers, Senior Business Analysts and Project Delivery Leads who can manage complex vendor environments, support strategic initiatives and deliver outcomes at pace.

Key focus areas for 2026 include platform modernisation and cloud migration, regulatory and risk programs (including CPS 230 and ESG reporting) and AI-enabled operational change. Product ownership continues to mature, with Product Owners/ Managers embedded more deeply into technology teams to drive faster, customer-focused delivery with specific industry knowledge required.

Project professionals who can operate across both agile and traditional models, demonstrate strong stakeholder engagement and show clear delivery outcomes, rather than methodology alone remain the most in demand.

Role <small>*base figure, excl super & bonus</small>	Junior (0-5 yrs)	Mid-level (5-10 yrs)	Senior (10-15 yrs)	Leadership (15+ yrs)	Client Charge Rate + GST
PMO Analyst/ Coordinator	\$100,000 - \$130,000	\$140,000 - \$170,000	\$180,000 +	\$180,000 +	\$800 - \$1,100
Project Manager	\$110,000 - \$130,000	\$140,000 - \$170,000	\$160,000 - \$210,000	\$200,000 +	\$1,200 - \$1,600
Program Director	-	-	\$220,000 - \$260,000	\$250,000 - \$300,000	\$1,600 - \$2,500
Business Analyst	\$120,000 - \$140,000	\$150,000 - \$180,000	\$190,000 +	\$200,000 +	\$1,100 - \$1,500
PMO Manager	-	-	\$180,000 +	\$230,000 +	\$1,300 - \$1,700
Product Owner/ Product Manager	\$110,000 - \$130,000	\$140,000 - \$170,000	\$180,000 +	\$210,000 +	\$1,000 - \$1,500
Change Manager	-	\$140,000 - \$170,000	\$180,000 +	\$200,000 +	\$1,300 - \$1,700
Agile Coach/ Scrum Master	-	\$140,000 - \$170,000	\$180,000 +	\$200,000 +	\$1,000 - \$1,500
Delivery Lead	-	-	\$180,000 +	\$200,000 +	\$1,300 - \$1,700

Salary Guide 2026

INFRASTRUCTURE & CYBER SECURITY

Infrastructure and cyber security remain key pillars of transformation across financial services. As firms strengthen their cloud environments and regulatory frameworks evolve, demand for hands-on professionals continues to climb.

Cloud Engineers, Infrastructure Specialists and Security Leads who bring experience across modernisation, automation and regulatory uplift are front of mind. We're seeing consistent hiring across hybrid cloud and SOC environments, Zero Trust security frameworks and incident response uplift tied to CPS 234.

Firms are looking for people who can partner across technology, risk and business teams, particularly those who've worked on enterprise-wide architecture or resilience initiatives. Individuals who combine strong execution with strategic understanding are standing out in a competitive market.

Role <small>*base figure, excl super & bonus</small>	Junior (0-5 yrs)	Mid-level (5-10 yrs)	Senior (10-15 yrs)	Leadership (15+ yrs)	Client Charge Rate + GST
Desktop / Tech Support	\$65,000 - \$80,000	\$90,000 - \$110,000	\$120,000 +	\$140,000 +	\$750 - \$1,000
Trade Support	\$140,000 - \$150,000	\$160,000 - \$180,000	\$180,000 - \$210,000	\$220,000 +	\$900 - \$1,500
Cloud / DevOps Engineer	\$100,000 - \$140,000	\$140,000 - \$180,000	\$180,000 - \$200,000 +	\$200,000 +	\$1,100 - \$1,350
Infrastructure Systems / Network Engineer	\$100,000 - \$140,000	\$135,000 - \$160,000	\$170,000 - \$190,000 +	\$200,000 +	\$900 - \$1,300
Cyber Security Analyst	\$110,000 - \$130,000	\$140,000 - \$160,000	\$170,000 +	\$180,000 +	\$850 - \$1,200
Cyber Security Engineer (SOC, IAM etc)	\$130,000 - \$150,000	\$150,000 - \$190,000	\$190,000 +	\$200,000 +	\$1,100 - \$1,400
Cyber Security Architect	\$150,000 - \$180,000	\$170,000 - \$210,000	\$210,000 +	\$230,000 +	\$1,350 - \$1,700
Infrastructure Architect	\$150,000 - \$180,000	\$160,000 - \$190,000	\$190,000 +	\$200,000 +	\$1,200 - \$1,650

Salary Guide 2026

SERVICENOW

The demand for ServiceNow talent continues to rise across financial services, driven by transformation programs, regulatory change and M&A activity. Financial institutions are investing heavily in platform integrations and implementations by utilizing ITSM as well as expanding the platform further. We are seeing an increase of companies implementing HRSD, GRC and SecOps meaning there's a strong demand for ServiceNow Developers, Architects, Platform Leads and Business Analysts with specific module skillset.

Firms are prioritising candidates with both technical depth and stakeholder engagement skills, especially where ServiceNow intersects with cloud, automation and AI. As platform complexity grows, professionals who can align ServiceNow strategy, out the box designs and broader enterprise goals remain in high demand.

Role <small>*base figure, excl super & bonus</small>	Junior (0-5 yrs)	Mid-level (5-10 yrs)	Senior (10-15 yrs)	Leadership (15+ yrs)	Client Charge Rate + GST
ServiceNow Administrator	\$75,000 - \$95,000	\$95,000 - \$115,000	\$115,000 - \$135,000	\$135,000 - \$155,000	\$850 - \$900
ServiceNow Developer / Tech Consultant	\$95,000 - \$120,000	\$120,000 - \$140,000	\$140,000 - \$170,000	\$170,000 - \$200,000	\$1,200 - \$1,300
ServiceNow Senior Tech Consultant	\$110,000 - \$130,000	\$130,000 - \$155,000	\$155,000 - \$195,000	\$175,000 - \$200,000	\$1,350 - \$1,550
ServiceNow Solutions Architect	\$100,000 - \$140,000	\$140,000 - \$170,000	\$180,000 - \$220,000 +	\$220,000 - \$260,000	\$1,750 - \$1,900
ServiceNow Technical Architect	\$100,000 - \$140,000	\$135,000 - \$160,000	\$180,000 - \$220,000 +	\$220,000 - \$260,000	\$1,750 - \$1,900
ServiceNow Lead	\$100,000 - \$140,000	\$140,000 - \$170,000	\$185,000 - \$230,000	\$230,000 - \$265,000	\$1,750 - \$1,900
ServiceNow Business Analyst	\$90,000 - \$110,000	\$110,000 - \$135,000	\$155,000 - \$175,000	\$180,000 - \$200,000	\$1,000 - \$1,200

Salary Guide 2026

SOFTWARE ENGINEERING

Software engineering demand remains strong across financial services, with firms continuing to invest in AI-driven innovation, platform scalability and cloud-native architectures.

Full-Stack Engineers, Backend Developers and Investment Specialists with experience in distributed systems, automation pipelines and low-latency platforms are in steady demand, especially within our funds and investment clients.

We're seeing particular interest in those with exposure to generative AI, intelligent testing tools and embedded ML pipelines. As engineering teams scale, candidates who understand both product context and technical scalability are increasingly valuable.

Firms want builders who can move fast, own delivery and bring engineering to high-stakes environments.

Role <small>*base figure, excl super & bonus</small>	Junior (0-5 yrs)	Mid-level (5-10 yrs)	Senior (10-15 yrs)	Leadership (15+ yrs)	Client Charge Rate + GST
Application Support	\$100,000 - \$130,000	\$140,000 - \$160,000	\$160,000 +	\$170,000 +	\$550 - \$1,100
Frontend / Backend / Full Stack	\$90,000 - \$130,000	\$140,000 - \$170,000	\$170,000 +	\$190,000 +	\$980 - \$1,450
Trading / Algo Developer	\$90,000 - \$150,000	\$160,000 +	\$180,000 +	\$250,000 +	-
Quantitative Developer	\$140,000 +	\$160,000 +	\$250,000 +	\$250,000 +	-
FPGA Engineer	\$100,000 - \$130,000	\$140,000 - \$160,000	\$170,000 +	\$200,000 +	-
Quantitative Researcher	\$120,000 - \$140,000	\$140,000 - \$190,000	\$200,000 +	\$220,000 +	-
Software / Application Architect	\$160,000	\$175,000 +	\$200,000 +	\$220,000 +	\$1,350 - \$1,650
QA / Test Engineer	\$110,000 - \$130,000	\$140,000 - \$160,000	\$170,000 +	\$180,000 +	\$980 - \$1,350
Test Manager	-	-	\$180,000 +	\$200,000 +	\$1,200 - \$1,600

Salary Guide 2026

DATA & AI

As financial services firms move beyond foundational reporting, the focus has shifted to real-time data, predictive analytics and AI-powered decision-making.

Demand remains high for Data Engineers, Analytics Leads and AI Specialists who can deliver governed data platforms and deploy models into production. Snowflake, Databricks, dbt, Airflow and strong Python/SQL skills are now baseline requirements, alongside growing expectations around data governance and security.

AI and ML use cases are expanding, from personalised customer insights and fraud detection to investment modelling and automation. There's growing demand for candidates familiar with LLMs, vector databases, model observability and MLOps pipelines.

Commercial acumen is also key. Employers want professionals who can partner with stakeholders, translate technical outcomes into business impact and guide responsible AI adoption within regulated environments.

Role <small>*base figure, excl super & bonus</small>	Junior (0-5 yrs)	Mid-level (5-10 yrs)	Senior (10-15 yrs)	Leadership (15+ yrs)	Client Charge Rate + GST
Database Administrators	\$80,000 - \$100,000	\$110,000 - \$130,000	\$140,000 - \$160,000	\$160,000 +	\$980 - \$1,200
Data Analyst	\$90,000 - \$110,000	\$120,000 - \$150,000	\$160,000 +	\$170,000 +	\$980 - \$1,200
Data Engineer	\$120,000 - \$150,000	\$150,000 - \$185,000	\$185,000 +	\$210,000 +	\$1,000-\$1,525
Data Scientist	\$150,000 +	\$180,000 +	\$200,000 +	\$200,000 +	\$1100 - \$1600 + GST
ML Engineer	\$100,000 - \$140,000	\$140,000 - \$180,000	\$180,000 - \$200,000 +	\$210,000 +	\$1,100 - \$1,450
Data Architect	\$150,000 - \$160,000	\$170,000 - \$180,000	\$190,000 +	\$200,000 +	\$1,200 - \$1,600
AI Safety Engineer	-	\$150,000 - \$170,000	\$180,000 +	\$190,000 +	\$1,200 - \$1,400
AI Engineer (GenAI)	\$110,000 - \$140,000	\$150,000 - \$180,000	\$180,000 +	\$210,000 +	\$975-\$1,835

Salary Guide 2026

EXECUTIVE & C-SUITE

Technology leadership remains a top priority across financial services, with demand strong for executives who can bridge innovation, regulation and commercial impact. Firms are seeking CTOs, CIOs and CDOs who can modernise infrastructure, scale AI responsibly and embed data-led decision-making across business lines.

CISOs are stepping into broader risk and governance roles, while the emergence of CAIOs (Chief AI Officers) signals a shift from experimentation to execution, ensuring data environments are AI-ready and guardrails are in place.

At board level, digital fluency is now essential. Chairs, NEDs and Advisors with hands-on technology, AI and cyber credentials are increasingly sought to navigate risk, opportunity and transformation agendas at pace.

Key focus areas heading into 2026:

- Modernisation & AI Strategy
- Broader Cyber & Risk Leadership
- Organisation wide AI Governance
- Data & Cyber ready NEDs for the board

Areas of Specialisation

- Chief Information Officer (CIO)
- Chief Technology Officer (CTO)
- Chief Data Officer (CDO)
- Chief Information Security Officer (CISO)
- Chief Digital Officer (CDO) (Digital-focused)
- Chief Operating Officer (COO)
(Tech/Operations alignment roles)
- Chief Product Officer (CPO)
- Chief AI Officer (CAIO)
- Non-Executive Director (NED)
- Advisory Board Member
- Chief Transformation Officer (CTRO)
- Chief Growth Officer (CGO)
- Head of Technology / Engineering
- Head of Data / AI
- Head of CyberSecurity
- Head of Infrastructure / Cloud
- Head of Architecture
- Head of Product

Considering Your Next Strategic Hire - or Your Own Move?

For insight into talent trends, salary movements, or upcoming opportunities across Financial Services - reach out to **Sean Turner** at Kapital Consulting.

sean@kapitalconsulting.com.au | 0406 890 069

Salary Guide 2026

BONUSES

Transparency remains. Candidates are still pushing back on vague promises like "up to 40%" - they want to know what was actually paid out, how bonuses are structured and what performance metrics they're tied to.

We've seen even greater scrutiny around bonus structures. With rising cost-of-living pressures and tightening budgets in many firms, top talent is prioritising predictable, performance-linked incentives. The companies winning hires (and retaining them) are those being upfront about:

- The **percentage** hit last year
- The conditions for **payout** (team vs individual performance, profit pool, revenue targets)
- The **timing** and frequency (annual vs quarterly)

Industry	%
Prop Trading	100% - 300%
Funds / Investments	20% - 40%
Banking / Financial Services	15% - 40%
Insurance	15% - 40%
Fintech / Scale Ups	10% - 20% (plus equity with some)

2026 Trends & In-Demand Skills

AI & Intelligent Automation

- AI Engineers and Machine Learning Specialists with experience in frameworks like TensorFlow, Azure ML, LangChain and OpenAI tooling.
- AI-adjacent roles, including AI Product Managers, AI Security Engineers, and Model Validation Analysts who can embed governance, safety, and risk frameworks into AI initiatives.
- Leaders across project delivery and architecture are now expected to understand AI tooling and its operational implications — especially for automation, LLMs, and real-time decisioning.

Data Engineering & Modern Data Platforms

- Python, SQL, dbt, Airflow, Terraform and orchestration tools
- DataOps, CI/CD pipelines and production-grade analytics infrastructure
- Data governance, lineage and cataloguing, especially for compliance and AI-readiness

M&A Technology Delivery

- Separation and integration specialists who understand how to carve out and duplicate environments (across data, infra, apps)
- Cloud architects, network engineers, and cybersecurity leads who can build greenfield infrastructure rapidly for newly demerged businesses
- Program Directors with hands-on tech depth and experience navigating high-stakes M&A transformations

Cybersecurity, Identity & Risk

- Cloud security and DevSecOps
- IAM/PAM specialists, particularly within Azure and Okta
- Incident response and detection engineers familiar with SIEM tools like Splunk, Sentinel and CrowdStrike

Cultural Fit & Leadership Style

Not a “tech skill”, but more critical than ever. Firms are being intentional about:

- Hiring for culture-add, not culture-fit - favouring professionals who uplift team dynamics, communicate clearly and lead with integrity
- Avoiding toxic influence - one poorly aligned hire can derail a high-functioning team, especially in hybrid or high-change environments

Why Candidates are Changing Roles

- **Leadership & Culture Alignment:** Professionals are placing greater value on transparent leadership, psychological safety and cultures that promote inclusion, accountability and innovation.
- **Meaningful Work & Tech Modernisation:** Candidates want to work on interesting problems - not just keep the lights on. Exposure to modern platforms (e.g. cloud-native, AI-enabled, real-time data) is often a deal-breaker.
- **Career Progression Clarity:** Mid-level professionals in particular are seeking clearer pathways to seniority. Lateral movement without progression is a key reason people start looking elsewhere.
- **Sustainable Hybrid Models:** The novelty of hybrid has worn off, but flexibility hasn't. Most candidates now expect 2-3 WFH days with flexible office days, outcome-based delivery and minimal "camera-on" mandates.
- **Wellbeing & Workload:** Burnout remains a top concern. Unreasonable workloads, after-hours expectations and unclear boundaries are prompting professionals to re-evaluate.
- **Salary Benchmarking & Transparency:** With many firms freezing salaries in 2024, candidates are cross-checking their value, often using salary guides and recruiter insights to validate whether they're behind market.
- **Regret Hires & Post-Probation Exits:** A noticeable trend in 2025 was candidates returning to market quickly after misaligned hires. Scope creep, lack of onboarding and "bait-and-switch" scenarios are being flagged early.



Top Challenges For Employers

- **Talent in Niche Domains:** Demand continues to outpace supply in areas like market data platforms, regulatory change, AI engineering and investment system upgrades (e.g. SimCorp, Aladdin, Charles River). Employers are competing for the same shortlists.
- **Delayed Hiring = Lost Candidates:** Top talent is moving fast. Lengthy interview processes, delayed feedback, or slow approvals are resulting in high candidate dropout and offer declines.
- **Post Covid WFH:** The flexibility offered during the pandemic has become a non-negotiable for many candidates, particularly engineers. Employers pushing for 5 days in office are seeing their talent pools shrink dramatically, especially in high-demand niche roles.
- **Role Misrepresentation:** We're seeing an increase in candidates exiting roles within 3-6 months due to unclear expectations or shifting scopes. When the reality of the role doesn't match the interview, trust breaks down, leading to costly rehiring and cultural disruption.
- **Global Brand vs Local Flexibility:** Candidates are weighing up international prestige vs local flexibility. Mid-level talent is eyeing global players for future relocation pathways, especially in tech and product roles.
- **The Buzzword "AI":** Even outside of core AI roles, the rise of AI adoption is influencing career decisions. Cybersecurity professionals in particular, are being pulled into roles focused on securing AI pipelines and ensuring data integrity
- **Cultural Alignment:** Technical fit is no longer enough. Teams want collaborative, commercially-aware professionals who can build trust quickly. Firms who hire on "capability only" often see misalignment down the track.
- **Wary of Restructures:** Ongoing restructures and M&A across banks, insurers and asset managers are making candidates cautious. They're asking more upfront about stability, leadership changes and long-term vision.





Partner with Kapital Consulting

Schedule your complimentary salary review or hiring consultation today.

If you're looking for tailored salary bands for a specific project, role or skill set, get in touch - we can provide more accurate insights based on your hiring needs and current market data.

FOR MORE INFORMATION



02 8319 3338



info@kapital.com.au



Kapital-Consulting

WEBSITE:

