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Cyprus Workforce Insights Q4 2025/2026

Salary Trends & Job Satisfaction in Fintech, Tech, Financial Services and iGaming

I am pleased to introduce Emerald Zebra's **2025 Cyprus Salary & Workforce Insights Survey**,

Our analysis draws on:

- Survey responses from **over 700 employees**.
- Insights from **30,000+ screened candidates** in our talent pool.
- Verified salary ranges from live **job adverts** and **placement data**.
- **Employer-reported salary data**, used to validate employee responses.
- The collective expertise of Emerald Zebra's specialist recruitment team.

This breadth of sources makes the 2025 report the most exhaustive of its kind in Cyprus. It goes beyond pay data alone, addressing job satisfaction, retention drivers, benefits, training and workforce sentiment, providing employers with actionable intelligence to remain competitive. It also supports organisations preparing for compliance with the EU Pay Transparency Directive (2026) and related local requirements.

At Emerald Zebra, transparency has become central to our work. We continue to publish salary ranges on the majority of our job adverts, improving credibility, attracting the right talent and building trust across the market. We extend our thanks to the employees and organisations who contributed to this survey and we invite you to join us in next year's edition to further strengthen the data making our survey the go to resource for compensation & benefits in Cyprus.

The 2025 Cyprus Salary & Workforce Insights Survey shows a workforce in transition: ambitious, international and mobile. While most employees are satisfied in their roles, gaps in pay competitiveness, career progression and training support are fuelling turnover. Employers who close these gaps will be better positioned to attract and retain top talent.

1. Survey Snapshot

- **Experience:** 41% have more than 10 years' experience; 15% are early-career talent.
- **Management:** 54% manage people, mostly small teams.
- **Location:** Limassol (54%) and Nicosia (30%) dominate.
- **Nationality:** 63% Cypriot, 9% Greek, and 28% foreign nationals. Of the total respondents, 15% require a work permit to work in Cyprus.
- **Gender:** 60% male, 39% female.

Cyprus has a strong mix of local and international professionals concentrated in its two main hubs of Limassol & Nicosia.

Pay & Benefits

- **Median salary:** ~€42k (58% earn below €50k).
- **Bonuses:** 59% receive annual bonuses.
- **13th salary:** 41% receive; 3% report a 14th salary.
- **Benefits:** Most common are health insurance (59%) and flexible hours (53%) and a training and development budget (47%). Bonus or commission schemes are reported by 46%, and 13th salary by 41% of employees. Other benefits include travel or lunch allowances (28%), gym or wellness support (25%), and relocation or visa assistance (16%). A smaller proportion receive a provident fund (2%), while 6% reported receiving none of the listed benefits.
- **Salary reviews:** 58% reviewed annually; 42% have no clear review cycle.

Employer data validated employee-reported ranges, strengthening confidence in benchmarks.

3. Career & Growth

- **Career path:** Only 30% see a clear progression route.
- **Training:** 41% rate training positively, 29% fair, 23% poor.

Employees are ambitious but often feel unsupported. Career development is a major opportunity for employers.

4. Satisfaction & Retention

- **Satisfaction:** 56% satisfied, 30% neutral, 13% dissatisfied.
- **Pay competitiveness:** Only 40% feel fairly paid.
- **Turnover:** 37% changed jobs in past 12 months.
- **Top reasons for leaving:** Salary (25%), career growth (23%), culture (23%).

Turnover shows pay, growth and culture are the levers employers must focus on.

5. Equity & Transparency

- **Salary band awareness:** Only 40% know their band.
- **Pay equality:** 53% believe pay is equal across gender/nationality; 27% say no.

Transparency is lagging and employees notice. EU pay transparency rules will bring this to the forefront for many organisations.

6. Skills & Certifications

- **Certifications:** 30% hold CySEC/AML or similar; fewer than half saw career benefit.
- **Tech skills:** Strong confidence in SQL, Python, JavaScript, Jira, Git, AWS, Azure, Docker, Power BI.

The workforce is technically capable, but certifications are often seen as compliance, not career drivers.

Final Takeaway

Cyprus employers are operating in a highly competitive labour market. To stand out, companies need to:

- Pay competitively and review salaries transparently.
- Offer clear career paths and stronger training.
- Address pay equity and communicate fairness.
- Leverage a workforce that is local and international.

(Detailed findings report follows the survey results below)

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Fintech, Tech, Financial Services & iGaming Recruitment Agency, Cyprus.



You need data to **evolve**

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Let's Dive In

The **Q4 2025/2026** Salary and Job Satisfaction Trends in Cyprus's Fintech, Tech, Financial Services and iGaming Sectors

Note: Figures show gross annual salaries; “-” indicates insufficient data to calculate quartiles. Outliers reviewed and adjusted where necessary.



C-Level/Executive/Head

Let Emerald Zebra support you in hiring the right talent for your organization

C- Level/Executive/Head	LOW	P25	MEDIAN	P75	HIGH
Chief Executive Officer	€ 52,000	€ 85,000	€112,500	€152,500	€182,500
Chief Operating Officer	€ 50,000	€ 62,500	€ 72,500	€122,500	€182,500
Chief Information Officer	€ 62,500	€ 78,000	€ 73,000	€120,000	€152,500
Chief Technology Officer	€ 39,500	€ 59,000	€ 82,500	€140,000	€200,000
Chief Marketing Officer	€ 55,500	€ 82,500	€ 92,500	€132,500	€200,000
Chief Sales Officer	€127,500	-	-	-	€157,500
Chief Product Officer	€102,500	€122,500	€127,500	€147,500	€162,500
Chief Financial Officer	€ 62,500	€ 91,500	€105,500	€125,000	€177,500
Chief Revenue Officer	€ 72,500	€112,500	€137,500	€215,000	€255,000
Chief Dealer Officer	€ 60,000	€ 74,000	€ 85,000	€108,000	€144,000
Chief Risk Officer	€ 72,500	€ 95,000	€105,000	€126,500	€182,500
Chief People Officer	-	-	-	-	€142,500
Chief Compliance Officer	€ 72,000	€ 84,000	€107,500	€122,500	€180,000
Head of Back Office	€ 33,000	€ 39,500	€ 47,000	€ 59,000	€ 85,000
Head of Administration	€ 38,500	-	-	-	€ 61,500
Head of Compliance	€ 37,500	€ 40,000	€ 57,500	€ 82,500	€132,500
Head of Engineering	€ 87,500	-	-	-	€142,500
Head of Finance	€ 62,500	€ 67,000	€ 77,500	€100,500	€147,500
Head of HR	€ 37,500	€ 44,000	€ 47,500	€ 57,500	€122,500
Head of Infrastructure/Cybersecurity	€ 87,500	-	-	-	€102,500
Head of Legal	€ 30,500	€ 54,000	€ 62,500	€ 66,000	€102,500
Head of Marketing	€ 50,500	€ 57,500	€ 72,500	€ 77,500	€102,500
Head of Operations	€ 35,500	€ 73,000	€100,000	€104,000	€122,500
Head of Risk	€ 72,500	-	-	-	€ 82,500
Head of Sales	€ 97,500	€105,000	€115,000	€126,500	€137,500
Head of Tax	€ 70,500	-	-	-	-
Executive Director	€ 60,500	€ 64,500	€ 97,500	€ 98,000	€122,500
General Manager	€ 87,500	-	-	-	€122,500

Contact Emerald Zebra for executive search and leadership appointments.



Human Resources

Let Emerald Zebra support your HR team by hiring the right talent for your organization

Human Resources	LOW	P25	MEDIAN	P75	HIGH	OUTLIER
HR Manager	€ 28,500	€ 39,000	€ 51,500	€ 67,000	€ 92,500	
HR Business Partner	€ 48,500	€ 54,000	€ 59,000	€ 63,000	€ 63,500	
Talent Acquisition Manager	€ 40,500	€ 46,500	€ 49,500	€ 52,500	€ 57,500	€ 15,500
People Operations Manager	€ 36,500	€ 40,500	€ 43,000	€ 46,000	€ 49,500	€ 73,500
HR Officer	€ 26,500	€ 27,000	€ 31,000	€ 35,500	€ 42,500	€ 12,000
HR Specialist	€ 18,500	€ 30,500	€ 31,500	€ 33,500	€ 38,500	
HR Administrator	€ 15,500	€ 19,500	€ 21,000	€ 22,500	€ 24,500	
TA Officer /Recruiter/Specialist	€ 13,500	€ 18,500	€ 22,500	€ 30,500	€ 45,500	€ 78,500
HR Specialist	€ 25,000	€ 30,000	€ 36,000	€ 42,000	€ 42,000	€ 48,000

Contact Emerald Zebra for HR and people operations recruitment.

Engineering & Tech

Infrastructure, Cybersecurity, Data	LOW	P25	MEDIAN	P75	HIGH	
IT Manager	€ 25,500	€ 26,500	€ 34,500	€ 59,500	€ 60,500	
Information Security Manager	€ 40,000	€ 41,500	€ 46,000	€ 55,000	€ 57,500	
Cyber Security Manager	€ 25,500	€ 40,000	€ 46,000	€ 55,000	€ 61,000	
Cyber Security Engineer	€ 40,500	€ 45,000	€ 55,000	€ 70,000	€ 70,500	
Systems/Network Engineer	€ 19,500	€ 27,000	€ 28,500	€ 37,500	€ 49,500	
IT Systems Administrator	€ 13,500	-	€ 21,500	-	€ 27,500	
Tech Systems Support	€ 29,500	€32,500	€ 34,500	€ 36,500	€ 42,500	



Engineering & Tech (continued)

Engineering & Tech	LOW	P25	MEDIAN	P75	HIGH	OUTLIER
Software Engineering Manager	€ 37,500	€ 59,500	€ 72,500	€105,000	€162,500	
Software Engineering Team Lead	€ 37,500	€ 47,500	€ 54,500	€ 85,000	€ 97,500	
Frontend Developer	€ 30,500	€ 39,000	€ 42,500	€ 51,500	€ 57,500	
Backend Developer	€ 28,500	€ 39,500	€ 56,500	€ 82,500	€107,500	€122,500
Full Stack Engineer	€ 21,500	€ 32,000	€ 41,000	€ 53,500	€102,500	€152,500
Mobile/iOS App Developer	€ 24,000	€ 35,000	€ 42,000	€ 70,000	€ 75,000	-
Java Developer	€ 22,500	€ 31,500	€ 47,500	€ 67,000	€117,500	€132,500
Python Developer	€ 24,000	€ 35,000	€ 55,000	€ 60,000	€ 65,000	€ 80,000
C++ Developer	€ 24,000	€ 30,500	€ 32,000	€ 48,000	€ 53,000	
C# Developer	€ 25,000	€ 35,000	€ 38,000	€ 50,000	€ 55,000	€ 74,500
Ruby Developer	€ 25,000	€ 35,000	€ 40,000	-	-	-
PHP Developer	€ 36,000	-	-	-	€ 48,000	
ASP.Net Developer	€ 25,000	€ 35,000	€ 40,000	€ 55,000	€ 50,000	€ 75,000
React Developer	€ 22,000	-	-	-	€ 67,000	
Software developer	€ 52,000	-	-	-	€ 79,000	
DevOps/Product/Project/QA	LOW	P25	MEDIAN	P75	HIGH	OUTLIER
DevOps Manager	€112,500	-	-	-	€124,000	
DevOps Engineer	€ 30,500	€ 35,500	€ 42,500	€ 71,500	€ 97,500	
Product Manager	€ 25,500	€ 40,500	€ 51,000	€ 74,000	€ 97,500	
Product Owner	€ 48,500	€ 52,000	€ 55,500	€ 61,500	€ 82,500	
Project Manager	€ 25,500	€ 36,500	€ 39,500	€ 42,500	€ 67,500	
Scrum Master	€ 55,500	-	-	-	€ 67,500	
QA Manager	€ 65,500	-	-	-	€ 82,500	
QA Team Lead	€ 50,500	-	-	-	€ 65,500	
QA Automation Engineer	€ 32,500	-	-	-	€ 37,500	
QA Manual Engineer	€ 28,500	€ 31,000	€ 35,000	€ 41,000	€ 45,500	
Test Engineer	€ 27,500				€ 50,500	

Contact Emerald Zebra for software and technology recruitment.



Data Science & Analytics

Data Science & Analytics	LOW	P25	MEDIAN	P75	HIGH	OUTLIER
Data Analytics Manager	€ 74,500	-	-	-	€ 82,000	
Senior Data Analyst	€ 38,500	-	-	-	€ 45,500	
Data Analyst	€ 23,500	€ 31,000	€ 33,500	€ 36,000	€ 40,500	€ 78,500
Junior Data Analyst	€ 20,500	-	-	-	€ 30,500	
BI Analyst	€ 18,500	€ 26,500	€ 31,500	€ 48,000	€ 55,500	
Data Engineer	€ 33,500				€ 82,500	
Data Scientist	€ 25,500	€ 28,500	€ 32,000	€ 35,000	€ 37,500	

Contact Emerald Zebra for data science & analytics hiring.

Marketing & Communications, Design

Marketing & Communications, Design	LOW	P25	MEDIAN	P75	HIGH	OUTLIER
Marketing Manager	€ 28,500	€ 38,000	€ 59,000	€ 81,500	€ 87,500	
Marketing Coordinator/Assistant	€ 22,500	€ 25,500	€ 26,500	€ 27,000	€ 27,500	
Digital Marketing Manager	€ 13,500	€ 20,500	€ 33,500	€ 52,500	€ 65,500	
Social Media Manager	€ 12,000	€ 12,500	€ 22,000	€ 29,000	€ 39,500	
Content Manager	€ 21,500	€ 22,500	€ 29,000	€ 39,500	€ 50,500	
SEO/SEM Specialist	€ 42,500	€ 47,000	€ 59,000	€ 66,000	€ 71,500	
PR/Communications Manager	€ 37,500	€ 45,000	€ 51,000	€ 55,500	€ 57,500	
Brand Manager	€ 27,500	-	-	-	€ 49,500	
UI/UX Designer	€ 18,500	€ 26,500	€ 40,500	€ 66,500	€ 82,500	
Graphic Designer	€ 14,500	€ 16,500	€ 22,500	€ 44,500	€ 51,500	

Contact Emerald Zebra for marketing, communications, and creative hiring.



Sales & Business Development

Sales/Business Development / Retention	LOW	P25	MEDIAN	P75	HIGH	OUTLIER
Country Manager/Regional Manager	€ 22,500	€ 31,000	€ 51,000	€ 60,000	€ 72,500	
Sales Manager/BD Manager	€ 15,000	€ 35,000	€ 41,500	€ 50,500	€ 72,500	€107,500
Sales Executive/Account Manager	€ 10,500	€ 19,500	€ 30,500	€ 41,000	€ 65,500	€ 82,500
Retention Agent	€ 15,500	€ 18,000	€ 36,500	€ 40,000	€ 41,500	
Client Relationship Manager	€ 36,500	€ 40,000	€ 46,000	€ 55,000	€ 61,000	
Partnership Manager	€ 24,500	€ 40,000	€ 45,000	€ 56,000	€ 61,000	
Affiliate Manager	€ 38,500	€ 42,000	€ 46,000	€ 55,000	€ 60,000	€ 65,500

Contact Emerald Zebra for sales and client relations recruitment.

Customer Success & Support

Customer Support/Operations/Admin	LOW	P25	MEDIAN	P75	HIGH	OUTLIER
Corporate Services Manager	€ 21,500	€ 33,000	€ 39,500	€ 43,000	€ 44,500	
Corporate Services Senior Officer	€ 26,500	€ 27,500	€ 30,000	€ 35,000	€ 42,500	
Corporate Services Administrator	€ 35,500	-	-	-	-	
Client Services Executive	€ 16,500	€ 19,000	€ 20,500	€ 24,000	€ 26,500	€ 41,500
Customer Success Manager	€ 17,500	€ 28,500	€ 36,500	€ 42,500	€ 43,500	
Customer Support Representative	€ 11,500	€ 19,000	€ 20,500	€ 27,500	€ 35,500	
Office Manager	€ 21,500	€ 23,500	€ 24,500	€ 25,500	€ 25,800	€ 41,500
Operations Manager	€ 20,500	€ 26,500	€ 40,500	€ 63,500	€ 75,500	
Operations Assistant	€ 19,500	-	-	-	€ 42,500	
Personal Assistant/Executive Assistant	€ 22,500	€ 24,000	€ 34,000	€ 40,000	€ 60,500	
Administrator	€ 14,500	€ 19,000	€ 20,500	€ 24,000	€ 26,500	€ 41,500
Receptionist/Front Desk	€ 16,500	-	-	-	-	

Contact Emerald Zebra for customer success and support recruitment.



Accounting & Finance

Hire top financial talent with Emerald Zebra, and let's work together on recruiter terms that deliver a win-win for your business needs.

Accounting/Finance	LOW	P25	MEDIAN	P75	HIGH	OUTLIER
Financial Controller	€ 32,500	€ 53,000	€ 62,500	€ 82,500	€112,500	€ 182,500
Finance/Accounting Manager	€ 20,500	€ 42,500	€ 57,500	€ 65,500	€ 82,500	€ 117,500
Assistant Controller	€ 37,500	€ 40,000	€ 41,500	€ 42,500	€ 47,500	
Assistant Finance Manager	€ 13,500	€ 27,500	€ 37,500	€ 49,500	€ 51,500	
Financial Reporting Manager	€ 45,500	€ 52,500	€ 72,500	€ 92,500	€ 97,500	
Audit Manager/Internal Audit	€ 12,500	€ 36,000	€ 41,000	€ 56,000	€ 70,500	
Accountant (Qualified)	€ 22,500	€ 26,000	€ 32,500	€ 45,000	€ 65,500	€ 92,500
Accounts Payable/ Receivable Accountant	€ 17,500	€ 22,500	€ 23,500	€ 27,500	€ 32,500	€ 38,500
Accounts Assistant / Bookkeeper	€ 13,500	€ 17,500	€ 24,000	€ 28,000	€ 32,500	
Tax Manager	€ 64,500	-	-	-	€ 71,000	
Tax Accountant	€ 24,500	-	-	-	€ 25,500	
Payroll Accountant	€ 20,500	-	-	-	€ 20,500	
Treasury Manager	€ 39,500	€ 47,500	€ 59,500	€ 67,000	€ 77,500	€ 122,500
Treasury Accountant	€ 23,500	-	-	-	€ 47,500	
Payments Operations Manager	€ 37,500	€ 42,500	€ 46,500	€ 63,500	€ 82,500	
Payments Analyst	€ 17,500	€ 21,500	€ 32,500	€ 42,500	€ 52,500	
Payment Processing Specialist	€ 17,500	€ 24,000	€ 28,500	€ 37,500	€ 51,500	
Back Office Operations Manager	€ 30,500				€ 42,500	€ 182,500
Back Office Administrator	€ 15,500	€ 22,500	€ 23,000	€ 35,000	€ 40,000	

Contact Emerald Zebra for support with hiring finance and accounting professionals.



Trading & Execution

Trading & Execution	LOW	P25	MEDIAN	P75	HIGH	OUTLIER
Trade/Dealing Room Manager	€ 50,500	-	-	-	€ 65,500	
Senior Dealer	€ 30,500	€ 38,000	€ 50,500	€ 61,500	€ 67,500	€ 87,500
Trader/Dealer	€ 24,500	-	-	-	€ 42,500	
Investment Manager	€ 66,500	-	-	-	€ 70,500	
Asset Manager	€ 36,500	€ 40,000	€ 46,000	€ 55,000	€ 61,000	

Contact Emerald Zebra for trading, dealing, and execution recruitment.

Risk, Legal & Compliance

Risk Management	LOW	P25	MEDIAN	P75	HIGH	OUTLIER
Risk Manager	€ 22,500	€ 40,000	€ 57,000	€ 67,000	€ 92,500	
Senior Risk Officer	€ 35,000	-	-	-	€ 48,000	
Risk Officer	€ 12,500	-	-	-	€ 27,500	
Legal & Compliance						
Legal Manager	€ 45,500	€ 48,500	€ 52,500	€ 62,500	€ 82,500	
Senior Legal Officer	€ 39,500	€ 40,500	€ 42,500	€ 57,500	€ 62,500	
Legal Officer	€ 12,500	€ 22,500	€ 37,500	€ 42,000	€ 47,500	
Corporate Lawyer	€ 32,500	€ 33,500	€ 36,500	€ 63,500	€ 75,500	
Compliance Manager	€ 32,800	€ 45,000	€ 54,000	€ 60,000	€ 82,500	
Senior Compliance Officer	€ 32,500	€ 42,500	€ 44,500	€ 50,500	€ 60,500	€ 92,500
Compliance Officer	€ 15,500	€ 19,000	€ 22,500	€ 33,500	€ 48,500	
Anti-Money Laundering Analyst	€ 22,500	€ 26,000	€ 32,500	€ 36,000	€ 40,500	€107,500
Know Your Customer Analyst	€ 10,500	€ 13,000	€ 16,500	€ 32,500	€ 37,500	

Contact Emerald Zebra for compliance and regulatory hiring support.



Workforce Dynamics

Trends in Experience, Education, and Career Development

It's important to understand the diverse backgrounds and experiences of the professionals who participated in the salary survey. This survey spans the fintech, technology, financial services and igaming sectors, with respondents providing valuable data on their roles, career progression, compensation and job satisfaction.

Trends Across Fintech, Tech, Financial Services and iGaming

The 2025 Cyprus Salary & Workforce Insights Survey (Employee Edition) reveals a nuanced employment landscape shaped by diverse experience levels, evolving work models and a competitive talent market. Over half of respondents have at least 5 years of experience, and a majority hold people-management roles. The tech and financial Services sectors dominate, with most professionals concentrated in Limassol and Nicosia. Compensation varies widely by role and experience, but the median annual salary falls in the low €40k range, with around 58% earning below €50k annually. While 59% of employees receive an annual bonus, only 41% benefit from a traditional “13th salary” (an extra month's pay). Most companies conduct annual salary reviews, yet nearly 40% of employees feel their pay is not competitive for their role and experience. In terms of benefits, health insurance and flexible hours are nearly standard, whereas perks like relocation support are less common. Workforce sentiment is mixed: about 56% are satisfied in their current roles, but many see limited career progression and training opportunities. A substantial 37% of respondents changed jobs in the past year, primarily seeking higher pay, career growth, or better culture. Notably, only 40% know their job's salary band and just over half believe that pay is equal across genders and nationalities at their workplace – highlighting transparency gaps. Finally, 30% hold industry certifications (e.g. CySEC, AML), but less than half of those see a direct impact on their career; among technical professionals, proficiency in tools like Jira, SQL databases, and languages such as Python and JavaScript is common. Employer-reported salary data was also used to verify the findings, providing an additional layer of validation and confidence in the benchmarks presented. These findings suggest Cypriot employers must bolster career development, ensure competitive and fair pay and continue to broaden benefits to attract and retain the right talent.

Workforce Survey Demographics

Experience: The survey captured a well-distributed range of professional experience. The largest cohort of respondents (26%) has 5–10 years of experience and the median experience falls in the 5–10 year bracket. About 15% boast over 20 years in the workforce, balanced by a pipeline of 15% junior talent (under 3 years). Only a small fraction (3%) are newcomers with less than a year of experience.

Management: A notable 54% of respondents hold people-management responsibilities, indicating that over half are in supervisory or leadership positions. Most manage relatively small teams – for 41% of managers, their direct reports number 1–3 and for 28% it's 4–6 employees. Only about 22% of managers

oversee teams larger than 10.

Location: The talent pool is concentrated in Cyprus's key business hubs. Limassol accounts for roughly 54% of respondents and Nicosia about 30%, reflecting the prominence of these cities in finance and tech sectors. Larnaca (6.5%) and Paphos (2.8%) collectively contributed under 10%. The remaining ~7% work either fully remotely or in other locations (including a handful in international roles). Clearly, Limassol and Nicosia dominate as work locations in the sample, aligning with their status as commercial centers.

Gender: The survey sample skews male, roughly 60% men to 39% women, with ~2% preferring not to disclose gender. This imbalance is common in certain tech and finance roles in Cyprus, though it underlines ongoing gender diversity challenges in these sectors.

Nationality: A majority of respondents (around 63%) are Cypriot nationals, underscoring that local talent drives much of the workforce. The next-largest nationality groups are Greek (9%) and Russian (7%), followed by small percentages of Romanian, British and others. In total, about one-third of the respondents are foreign nationals. Tellingly, 15% require a work visa to be employed in Cyprus, highlighting the island's draw for non-EU professionals. This mix of nationalities indicates an international workforce, though Cypriots remain the core of the talent base.

Employment Models

Organization Type: The vast majority of respondents work in the private sector. Over four-fifths (approximately 82%) are employed by private companies, while only 7% are at publicly listed companies. Startups account for about 7% of the sample – a meaningful segment reflecting Cyprus's growing startup scene. Only a small minority work in non-profit (1%) or government roles (1%), and a handful are self-employed. This breakdown suggests that the surveyed workforce is primarily in profit-driven corporate environments, with relatively few in public service or NGO sectors.

Work Model: Hybrid work arrangements have become the norm for many. About half of respondents (50%) follow a hybrid model, splitting time between office and remote. In contrast, around 37% are fully on-site (traditional office-based), and only 13% are fully remote. The prevalence of hybrid work indicates that many Cypriot employers have adopted flexible work policies post-pandemic, though a significant portion still operate with employees in the office full-time. Fully remote roles, while notable, remain in the minority – possibly reflecting either the nature of financial and tech regulatory work in Cyprus or simply fewer fully-distributed companies in the region.

Company Size: Organizations of all sizes are represented, but respondents are somewhat weighted toward small and mid-sized firms. One in five works in a tiny local office of 1–10 employees (21%), and altogether 63% are at companies with ≤100 employees in Cyprus. Large local employers (500+ staff in Cyprus) are relatively rare in the sample (under 10%). Globally, company size skews larger: many respondents work for firms that are part of international organizations even if the Cyprus office is small. The single most common global company size bracket was 201–500 employees (16% of respondents), and nearly half (around 45%) work in organizations with 11–500 staff worldwide. At the same time, about 24% are employed by much larger global enterprises (over 1,000 employees worldwide). This suggests that Cyprus hosts many branch or regional offices of bigger multinationals, alongside home-grown SMEs. For employees, this often means working in a small-team environment locally while being part of a much larger corporate structure globally.

Compensation

Salary Ranges: Annual gross salaries among respondents span a broad spectrum. The median reported salary is approximately €42,000 per year (gross). A significant portion of the workforce earns in the lower ranges: about 26% earn under €30k, and another 32% are in the €30–50k range. In total, roughly 58% of employees earn below €50k annually. Mid-level salaries (€50–70k) account for about 19%, while higher earners are fewer in number – 13% fall in €70–100k, and roughly 10% earn over €100k per year. This distribution highlights a sizeable lower-to-mid salary segment and a relatively small elite of high earners. It likely reflects the mix of junior staff and support roles (with modest pay) alongside the more lucrative specialized and senior positions in the

sample. The **mean salary (~€53k)** is higher than the median, hinting at a right-skewed distribution where a subset of top earners pull the average up. Overall, the data indicates that while there are well-paid opportunities, the majority of roles in Cyprus's tech/finance sectors still pay under €50k annually, pointing to potential cost-of-living and talent retention considerations.

Bonuses and 13th Salary: Variable pay is common, but not universal. About 59% of respondents receive an annual bonus or commission, whereas 41% do not. Bonus recipients typically reported performance-related or company-profit-linked bonuses, though the survey suggests variability in how these are structured. In addition, the “13th salary” a traditional extra month's pay in Cyprus, is received by roughly 41% of employees (per the benefits data). A smaller 3% even report a 14th salary, usually in specific industries or legacy arrangements. The prevalence of the 13th salary among four in ten respondents indicates that this practice is far from standard in the private sector, likely offered by particular companies as a retention tool. Many modern tech firms may instead favor performance bonuses or stock options over automatic extra paychecks.

Salary Reviews: Pay progression practices vary by employer. A majority (58%) say their salary is reviewed annually by their company (typically during yearly appraisals or market adjustments). However, roughly 23% do not have regular annual reviews, and a further 19% are unsure of any set review cycle. Uncertainty or absence of reviews can lead to stagnant wages and dissatisfaction. The data suggests many employees lack clear expectations on when their compensation will be revisited, underscoring the importance of transparent salary review policies. Given that a large segment already does have annual reviews, companies not doing so may feel pressure to adopt regular review processes to stay competitive in retention.

Benefits

Employers are providing a range of benefits, though some perks are far more common than others. The most universal benefit is private health insurance, offered to roughly 59% of respondents. This aligns with the prominence of health coverage as a key employment attractor, especially in competitive industries. Flexible working hours are nearly as common (around 53% enjoy flexibility in scheduling), reflecting the post-pandemic normalization of flex-time. Training and development budgets are provided to about 47% indicating almost half of employers invest in upskilling their staff in some form. Similarly, performance bonuses or commission schemes (beyond base salary) are offered to about 46%, corroborating the earlier stat that 59% get a bonus (some may be discretionary vs. structured schemes).

Notably, 41% of respondents receive a 13th salary as mentioned, making it the fifth most common benefit. Beyond these top five, other benefits drop off in frequency: transportation or meal allowances (commuting or lunch support) are given to about 28% of employees, and gym/wellness allowances (e.g. paid gym memberships or wellness programs) to roughly 25%. Relocation assistance or visa support is provided in about 15% of cases, understandably niche, as it applies mainly to hiring international talent into Cyprus.

Conversely, 6% of respondents reported having none of the typical benefits listed, suggesting that a minority of employers offer only the basic salary (and statutory minimums) with no additional perks. Meanwhile, formal retirement savings plans like provident funds or pensions appear to be relatively uncommon (only mentioned by a handful of respondents), which may reflect the young average age of companies or the fact that many firms prefer higher salaries over deferred benefits. Overall, the benefits landscape shows strong emphasis on health, flexibility and bonuses, with less ubiquity in areas like retirement plans, extra leave, or other creative perks. Employers looking to differentiate might consider the less-common benefits as potential attractions in their total rewards package.

Career Development

Progression Paths: Clear career ladders are lacking for many. Only 30% of employees agree they have a clear career progression path in their company, while the majority do not (42% answered “No” and another 28% “Somewhat”). In essence, 7 out of 10 respondents do not fully see a transparent path to advance. This is a notable gap whether due to flat organizational structures, poor communication of advancement criteria, or limited growth opportunities,

it leaves many employees uncertain about their future with their employer. Such ambiguity can dampen engagement and is often a catalyst for turnover, as high performers may seek career growth elsewhere if they can't visualize it internally.

Training & Development: Opinions on training support are mixed, skewing mediocre. While about 41% rate their company's training and development support as "Good" or "Excellent", nearly 29% find it "Fair" and 23% consider it "Poor". An additional ~6% say their company offers no training at all. These figures suggest that only a minority experience strong L&D support, while the rest see room for improvement. The relatively low incidence of "Excellent" ratings (just 11%) indicates that truly outstanding development programs are rare. Given the fast-paced nature of fintech, tech, financial services and iGaming, employers risk skill stagnation in their workforce if they don't strengthen professional development efforts. Employees clearly notice when such support is lacking.

Together, the clarity of progression and quality of training paint a picture of limited structured career development in many firms. Many employees are essentially navigating their growth on their own. For employers, this highlights an area of opportunity: investing in defined career paths, mentorship and robust upskilling could improve retention and satisfaction.

Satisfaction & Retention

Job Satisfaction: Overall job satisfaction levels are moderate. A combined 56% of respondents are satisfied to very satisfied with their current role (with 17% very satisfied and 39% simply satisfied), and around 30% feel neutral. However, about 13% express dissatisfaction (including 3.5% very dissatisfied). So while a majority are content, a non-trivial one in eight employees is unhappy in their job. Neutral sentiment being nearly one-third might indicate many employees are ambivalent – potentially satisfied with some aspects (like pay or colleagues) but dissatisfied with others (like growth or workload). The data suggests there is plenty of room to elevate employees from lukewarm to truly satisfied, especially through improvements in the areas highlighted in this survey (career growth, pay fairness, etc.).

Pay Perception: One of the striking findings is the perception of pay competitiveness. Only about 40% feel their compensation is competitive for their role and experience, whereas 43% believe they are not paid competitively (the remainder ~17% are unsure). In other words, the plurality of respondents think they are underpaid relative to the market. This sentiment likely ties into the high turnover intent observed and could be a reflection of rapidly rising market rates in fintech/tech/financial services that outpace some companies' salary updates. Employees who feel under-compensated are prime targets for poaching by other firms willing to pay more. This stat is a red flag for employers: even if actual salaries are at or above market, if employees perceive them as low or opaque, it damages morale and loyalty. Transparent communication on how salaries are benchmarked and adjusted could help address the "not competitive" perceptions.

Turnover and Mobility: 36.6% of respondents changed jobs in the past 12 months, a high churn rate that underscores the dynamic nature of the job market. The survey also probed reasons for leaving: among those who changed jobs, the top cited reasons were higher salary (25% of those who left), career growth opportunities (23%), and better work culture (23%). These three factors were almost equally important, collectively accounting for the vast majority of moves. Smaller fractions left primarily for improved work flexibility/remote work (8%) or due to relocation (6%). This indicates that compensation, advancement and company culture are the critical levers for retention. Notably, "higher salary" slightly edges out the others, highlighting that many job moves are financially motivated, consistent with the earlier finding on pay competitiveness. The fact that career growth is a close second reinforces the earlier point about progression paths: employees will seek advancement elsewhere if they don't see it internally.

It's worth noting that over 63% did *not* change jobs in the last year, suggesting some stability. However, this group likely includes those who are still considering their options or waiting for the right opportunity. With over a third having moved and others possibly looking, employers should be mindful that retention requires attention to pay, growth and workplace culture continuously, not just during exit interviews.

Equity & Transparency

Salary Band Awareness: When it comes to pay transparency, there is a split experience. Only about 40% of respondents know the official salary band or grade for their role, while the majority (60%) do not. This implies that many companies either do not have defined salary bands, or if they do, they are not communicated to employees. Lack of band awareness can breed uncertainty and perceptions of unfairness, employees may not know where they stand or what their raise potential is. Conversely, organizations that clearly communicate salary ranges can build trust. The fact that 2 in 5 do have this knowledge suggests some companies in Cyprus are adopting transparent pay structures, but it's far from universal.

Perceptions of Pay Equity: Just over half of employees (53%) believe that pay is equal across genders and nationalities in their workplace. That leaves a substantial minority – 27% who outright say “No, pay is not equal”, and another ~21% who are unsure or answered “Maybe”. This indicates that roughly half of the workforce harbors doubts about pay equity or has observed disparities. Whether these disparities are real or perceived, the sentiment itself is telling. Gender and nationality-based pay gaps are sensitive issues, and the data suggests that many employees feel these gaps persist. The fact that one in four is confident inequality exists shows there is significant work needed in ensuring and demonstrating fairness. As EU pay transparency regulations loom, companies will need to address these concerns head-on. In practice, this could mean conducting pay audits, correcting unjustified gaps and openly communicating equity efforts to employees. Ensuring employees *believe* in pay equity is as important as achieving it, for maintaining trust.

Specialist Certifications & Skills

Professional Certifications: The survey asked about CySEC (Cyprus Securities and Exchange Commission) and other regulatory or professional certifications. About 30% of respondents hold at least one such certification, meaning the majority (70%) hold none. The most common credentials are the CySEC Advanced Certification (held by roughly 12% of all respondents) and Anti-Money Laundering (AML) Certification (~11%). Smaller numbers have the CySEC Basic Certification (~2%) or industry-specific qualifications like MiFID II/ESMA compliance training (~2%). A handful are qualified chartered accountants (ACCA/ACA, ~1-2%) or have legal bar qualifications (~1.4%), reflecting the finance-heavy composition of the sample. The dominance of CySEC Advanced and AML certs makes sense given Cyprus's large financial and investment services sector, where such certifications are often required or highly valued for compliance, brokerage and risk roles.

Impact on Career: Interestingly, of those with certifications, less than half saw a clear career benefit. Only 84 respondents (approximately 12% of the total sample) reported that holding their certification had a direct impact on their salary or promotion opportunities, while most others with certifications either said “No” (no impact) or “Maybe” when asked if it made a difference. This suggests that, in many cases, professional certifications are considered baseline requirements or nice-to-haves, but not necessarily a ticket to higher pay. About 40% of cert-holders felt a definite or potential benefit, which is not insignificant, for certain individuals, these credentials likely opened doors or bumps in pay. But a majority did not perceive tangible rewards, possibly because they are so common in certain roles (e.g., many people in a department all have CySEC, so it doesn't differentiate pay). It may also be that some employers value these certifications primarily for compliance reasons (to meet regulatory staffing requirements) rather than as a skill premium. Nonetheless, for employees, pursuing such qualifications still offers professional development and the ability to meet job criteria, even if the payoff is not immediately evident in salary/promotion.

Technical Skills: Finally, the survey gathered data on technical skills confidence (primarily for those in tech-oriented roles). The responses highlight a diverse range of tools and technologies in use:

- **Project & Collaboration Tools:** The most frequently cited tool was Jira (a project tracking tool), named by about ~31% of all respondents, indicating usage beyond just software developers). Version control tools were also prominent: Git, 18%) and GitHub (16%). This suggests a broad adoption of software development workflows and project management practices across teams.

- **Databases and BI:** SQL – the foundational database query language was cited by 124 people (17%), reflecting its ubiquitous use not just among software engineers but also data analysts and finance professionals. Specific SQL database systems like MySQL (103 mentions) and PostgreSQL (93) were common, as well as data analysis tools like Power BI (101) and Tableau (62). Clearly, data handling and analytics skills are a significant part of the modern skill set in Cyprus’s finance/tech landscape.
- **Programming Languages:** Among programming languages, Python leads, (mentioned by 98 respondents, ~14%), valued for its versatility in finance, data science and web development. JavaScript (67 mentions, ~9%) and its variants/related technologies (TypeScript 46, HTML/CSS 96) together underscore the importance of web development skills. Java (59, ~8%) and C#/.NET (around 50–45 mentions each, ~7%) also feature strongly, reflecting enterprise back-end development in fintech and other domains. PHP (27 mentions) shows a smaller but present base, likely from web development roles.
- **Cloud & DevOps:** Cloud platform skills are well represented: Amazon Web Services AWS (66 mentions, ~9%) and Microsoft Azure (53, ~7%) are prevalent, with Google Cloud Platform (53, ~7%) close behind. Containers and CI/CD tools are notable too – Docker was mentioned ~66 times and Kubernetes 44 times, indicating a fair adoption of modern DevOps practices. Jenkins and other CI tools (44) also appear, as do infrastructure-as-code or automation skills.
- **Other tools:** Design and collaboration tools like Figma (90 mentions) and Notion (61) illustrate that not only pure developers responded, product designers and project managers likely contributed these.

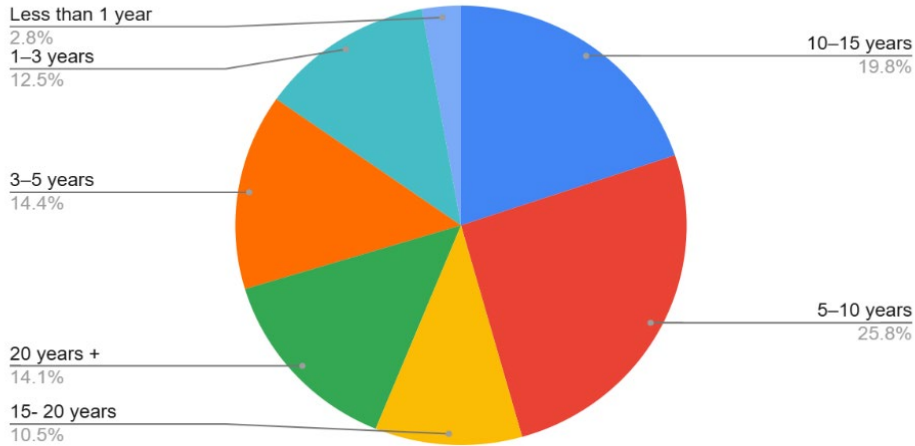
In summary, Cyprus’s tech talent demonstrates confidence in a broad tech stack. The widespread use of Jira and Git/GitHub even by non-developers suggests an increasingly tech-driven work environment across roles. For employers, this means the workforce is fairly up-to-date on modern tools; however, to maintain a competitive edge, ongoing skill development in emerging technologies (e.g., AI/ML, advanced cloud architectures) will be important. It also implies that companies can leverage these skills internally to innovate, given many employees have multi-faceted technical abilities beyond their core job titles.

Disclaimer: This free report is based on combined data from the Emerald Zebra Employee Salary Survey (700+ respondents) and the Employer Salary Survey, together with insights from our talent pool of over 20,000 professionals in Cyprus. Respondents reported their city of residence and city of work, enabling potential future geographic and sectoral analysis. However, for this year’s edition, we have not produced detailed breakdowns by city, sector, or job family, as accurate interpretation of medians and percentages requires significant data processing and time investment. Accordingly, the 2025 analysis focuses on overall Cyprus salary data reported within the FinTech, Tech, Financial Services and iGaming sectors. As participation expands in future years, we plan to deepen the analysis while continuing to keep the report free to the public.

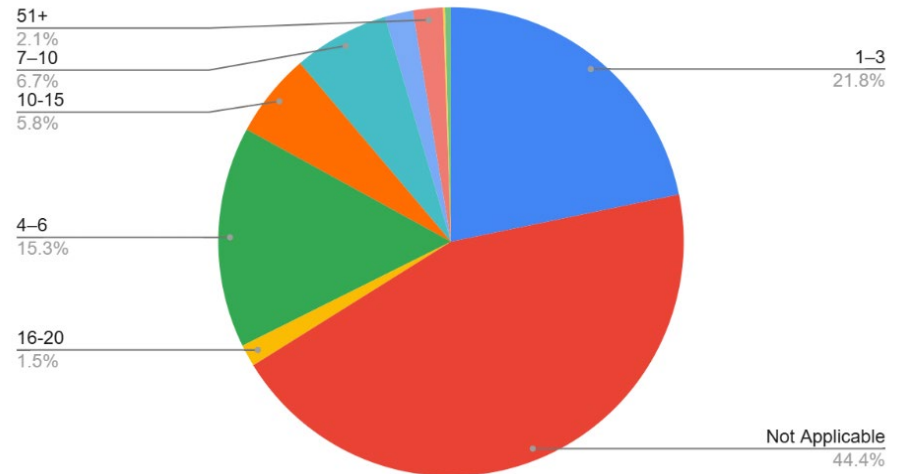


The following visualizations present a demographic overview of the survey respondents, covering aspects such as location, employment type, work environment, job satisfaction and more

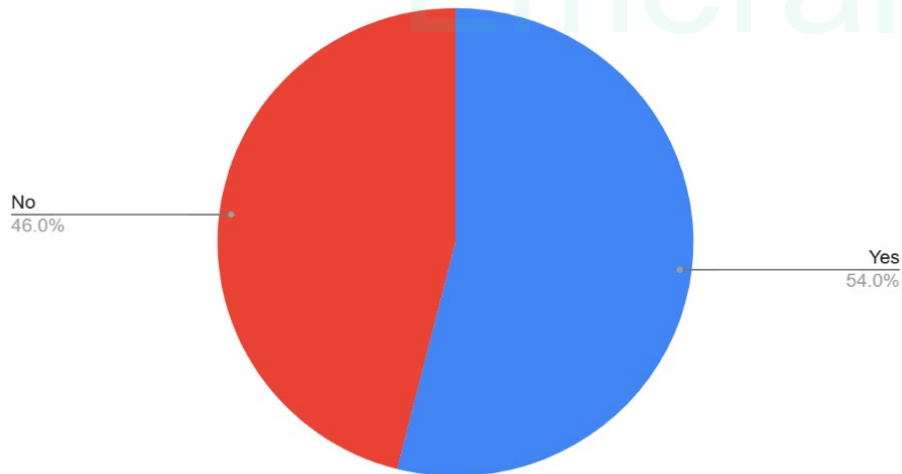
Count of [EN] How many total years of professional experience do you have?



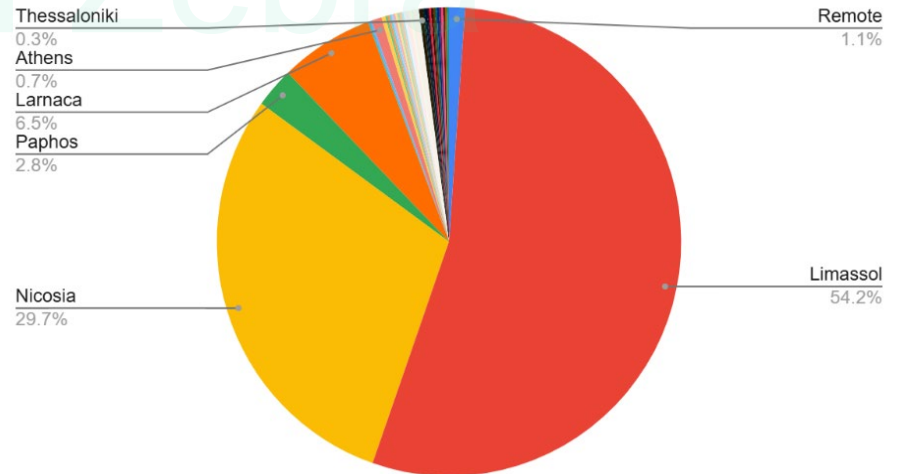
Count of [EN] If yes, how many direct reports do you manage?



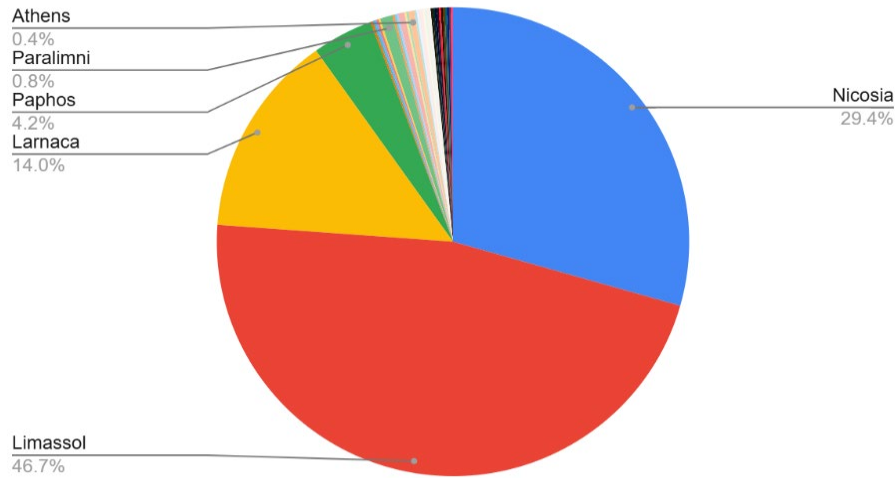
Count of [EN] Do you manage people in your current role?



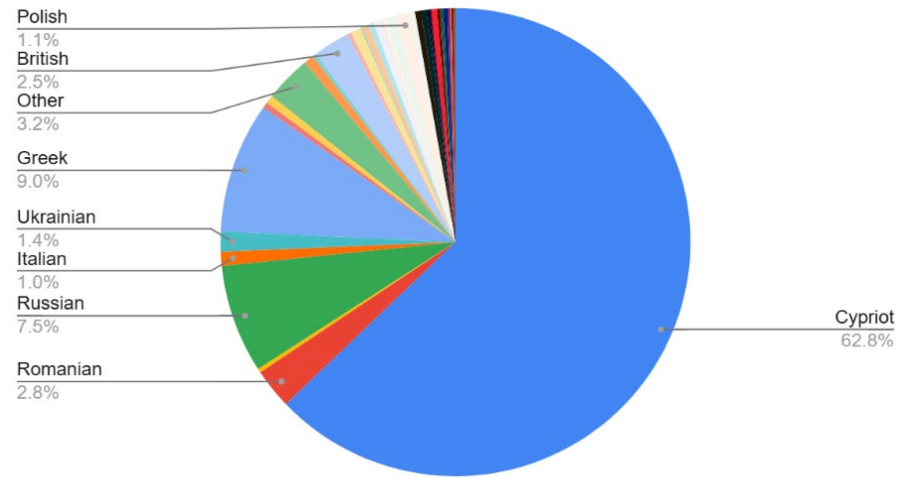
Count of [EN] Which city do you primarily work in?



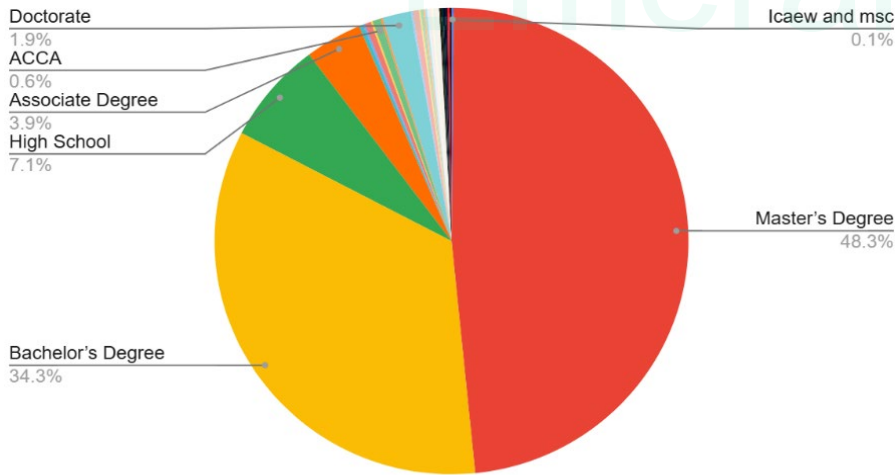
Count of [EN] Which city do you live in or live the closest to?



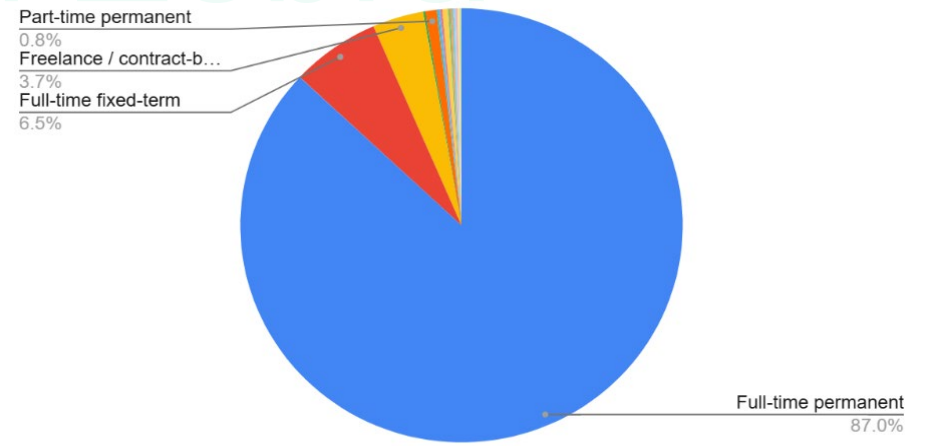
Count of [EN] What is your nationality?



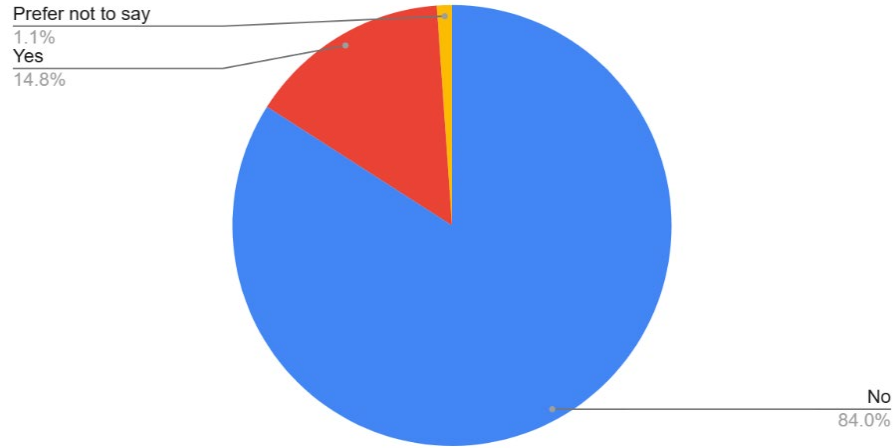
Count of [EN] What is your highest level of education?



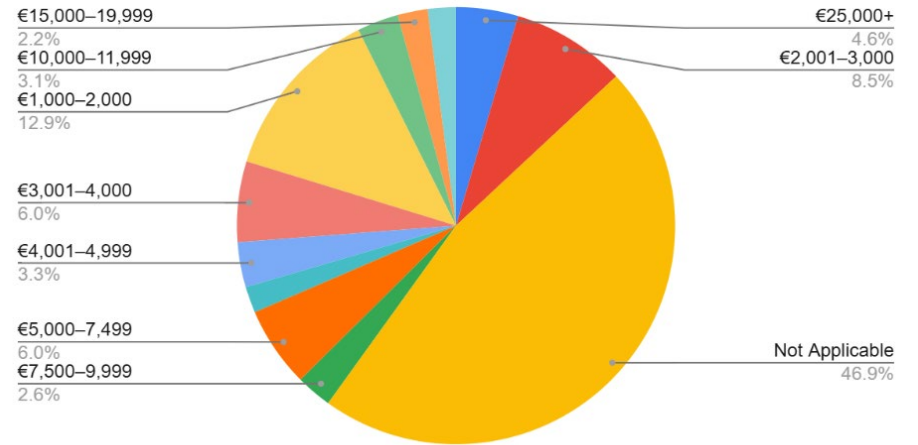
Count of [EN] What type of employment contract do you currently have?



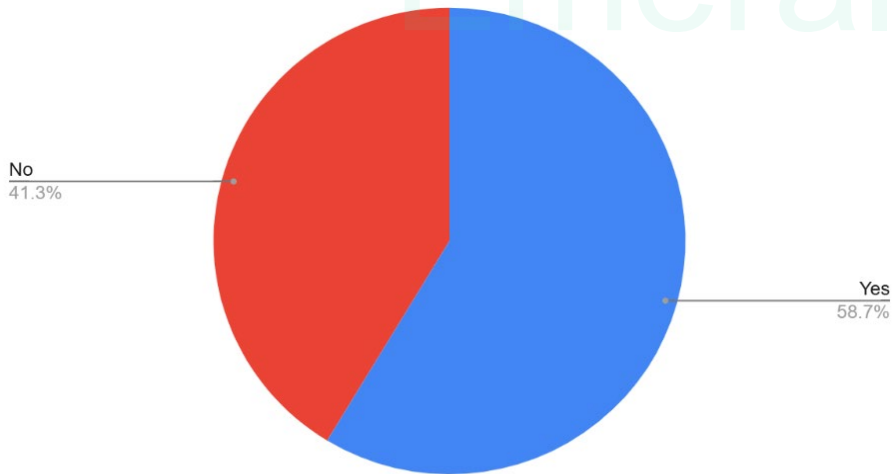
Count of [EN] Do you require a work visa or permit to be employed in Cyprus?



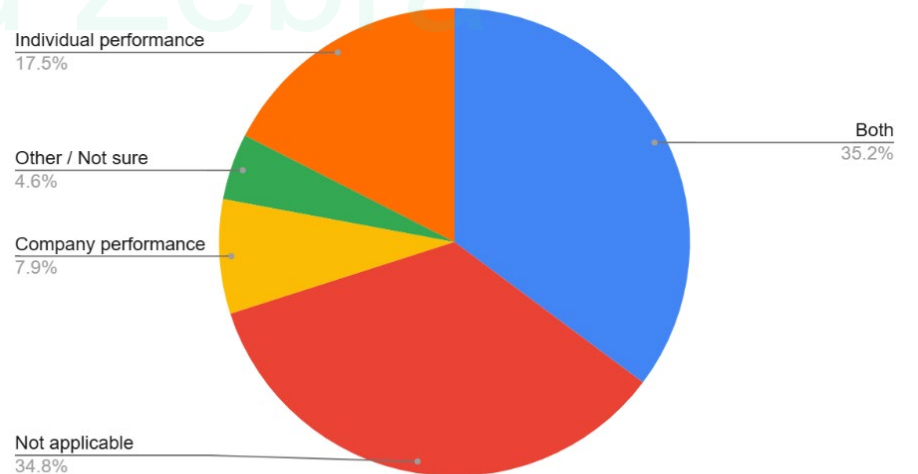
Count of [EN] What was the value of your most recent annual bonus or commission?



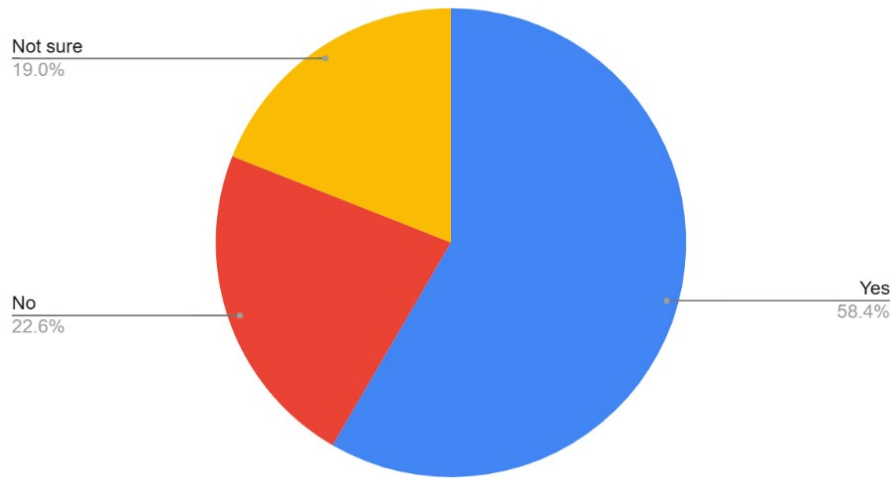
Count of [EN] Do you receive an annual bonus or commission?



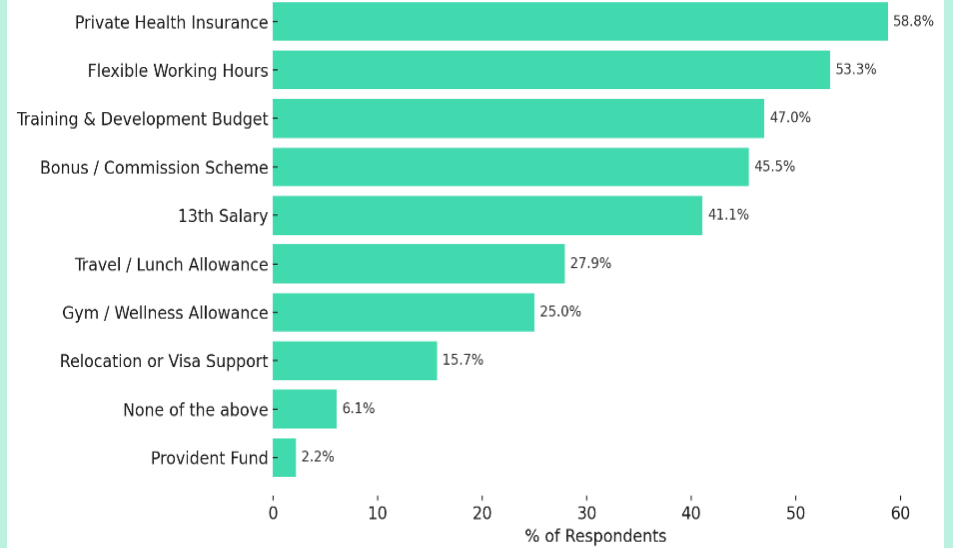
Count of Is your bonus linked to:



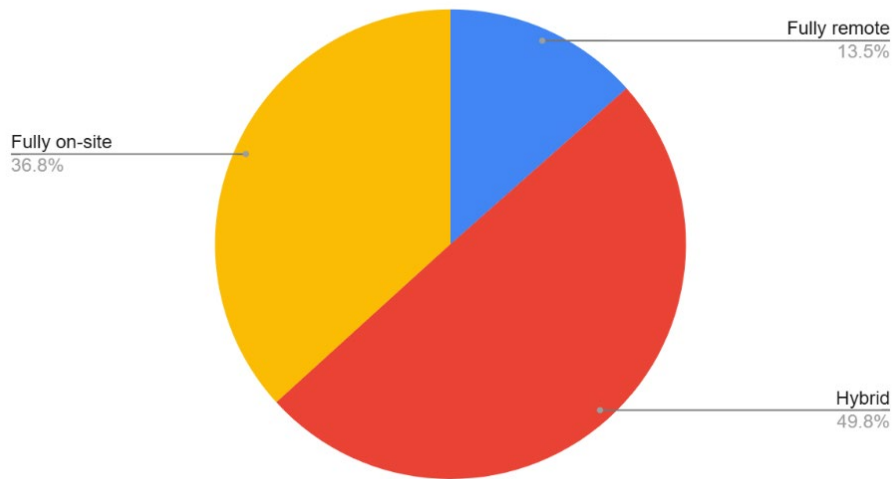
Count of [EN] Is your salary reviewed annually?



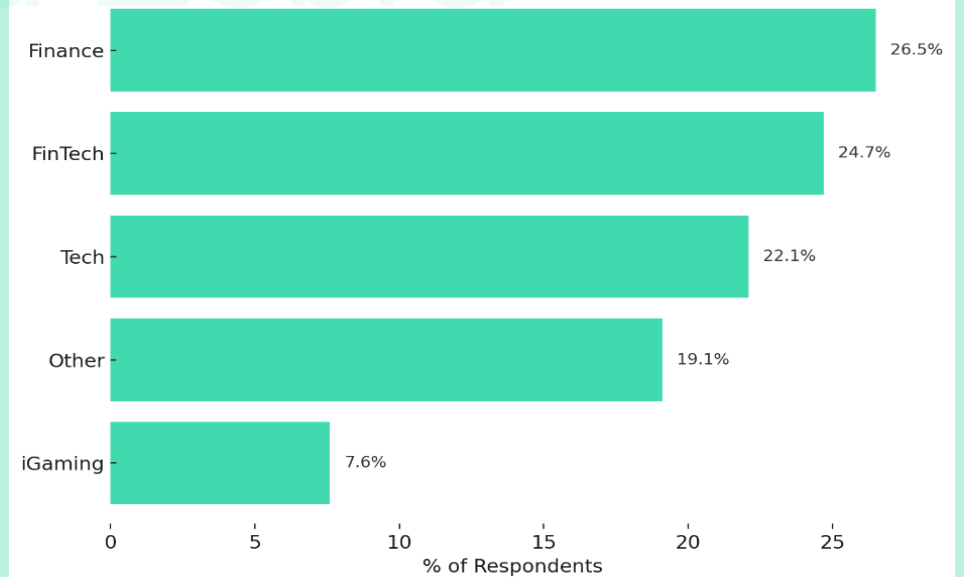
Top Employee Benefits (2025 Survey)



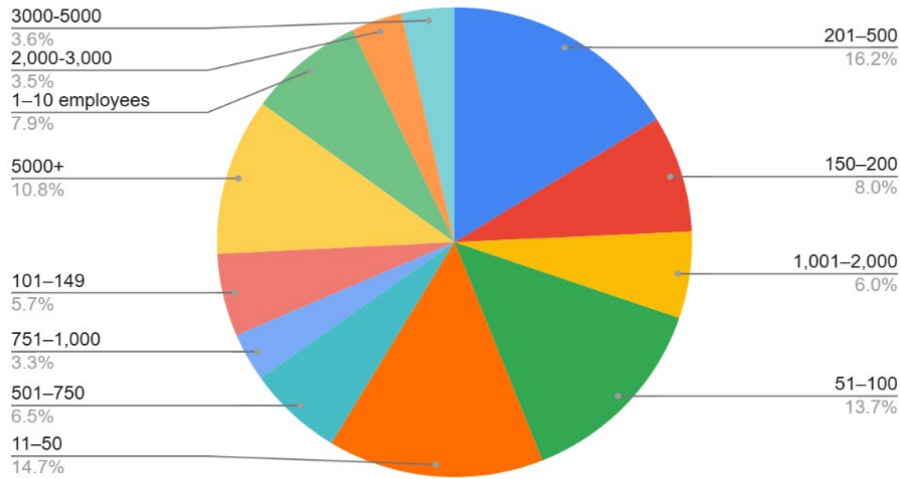
Count of [EN] What is your current work model?



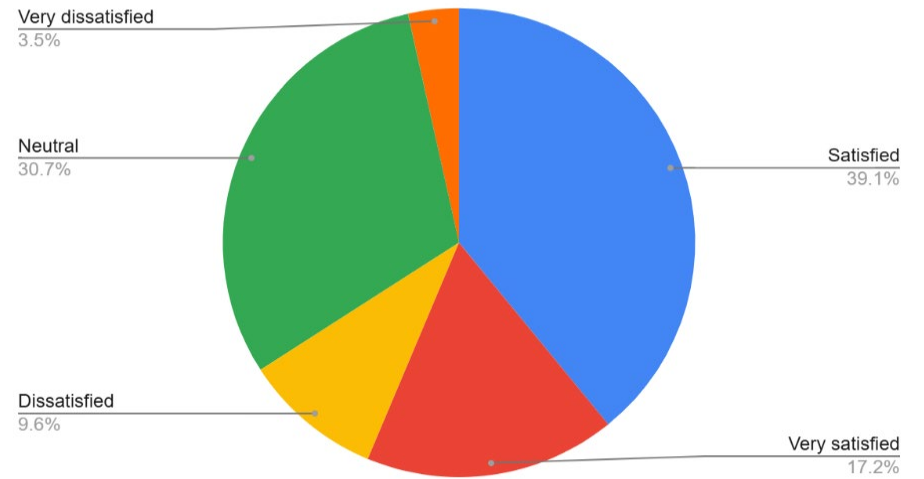
Industry Representation of Survey Respondents



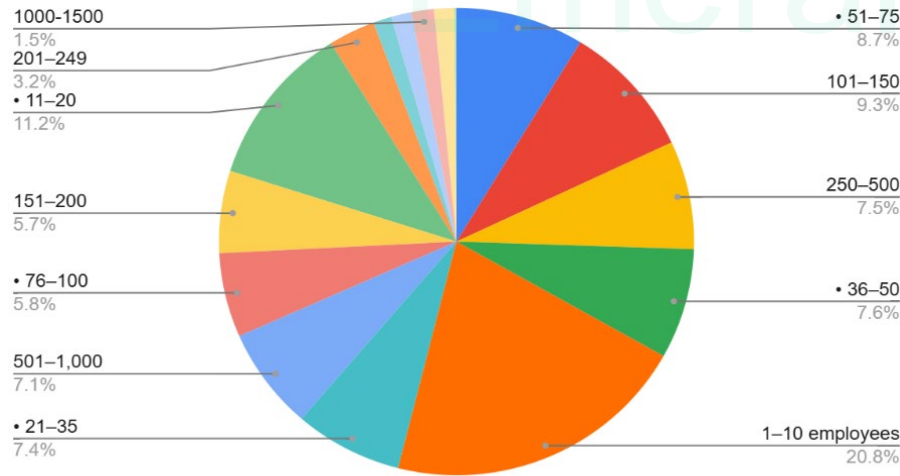
Count of [EN] How large is your company (globally)?



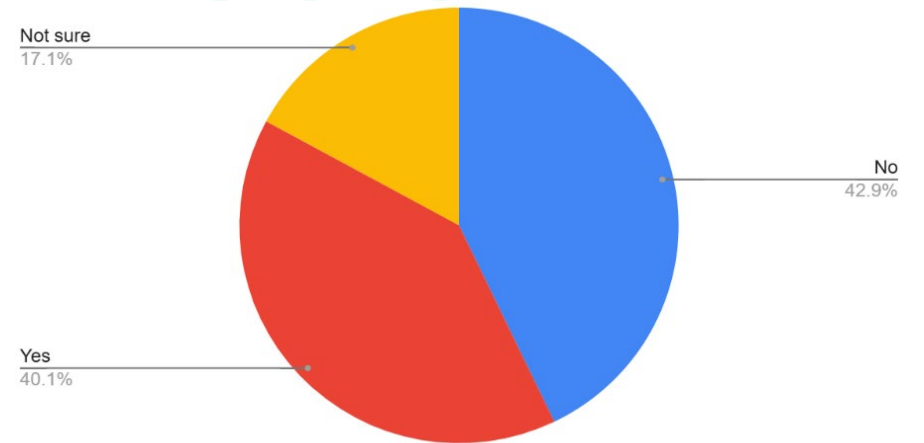
Count of [EN] How satisfied are you with your current role?



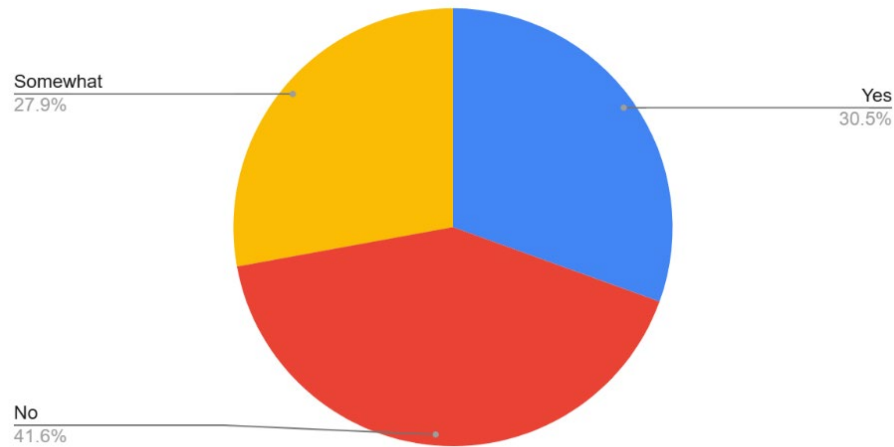
Count of [EN] How large is your company locally in Cyprus?



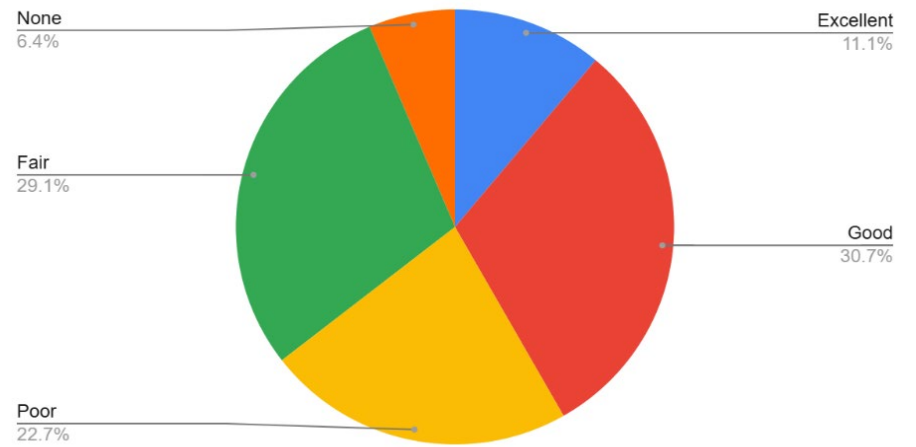
Count of [EN] Do you feel your compensation is competitive for your role and experience?



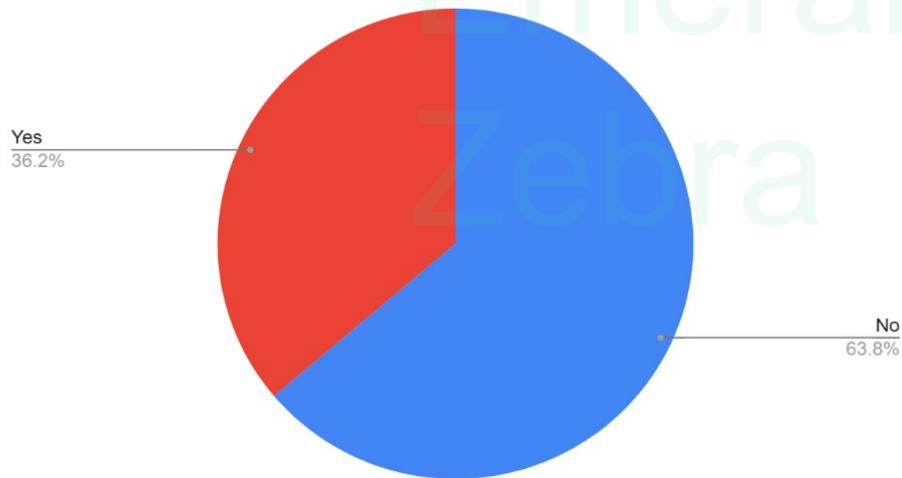
Count of [EN] Do you have a clear career progression path in your company?



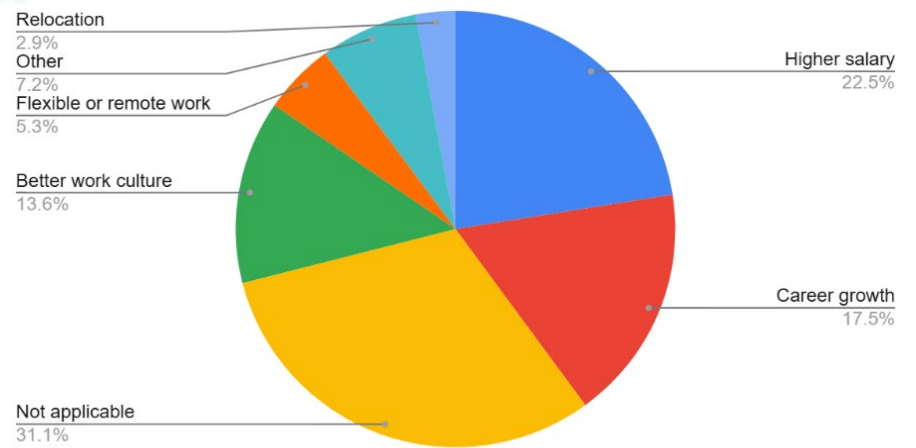
Count of [EN] How would you rate the training and development support at your company?



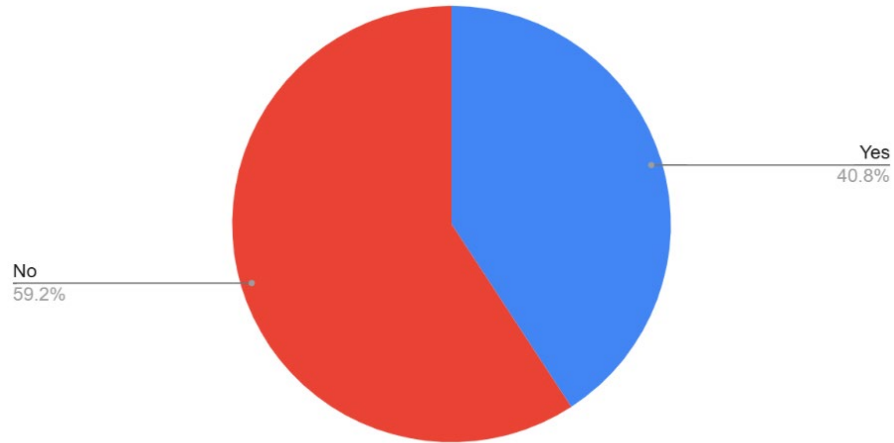
Count of [EN] Have you changed jobs in the past 12 months?



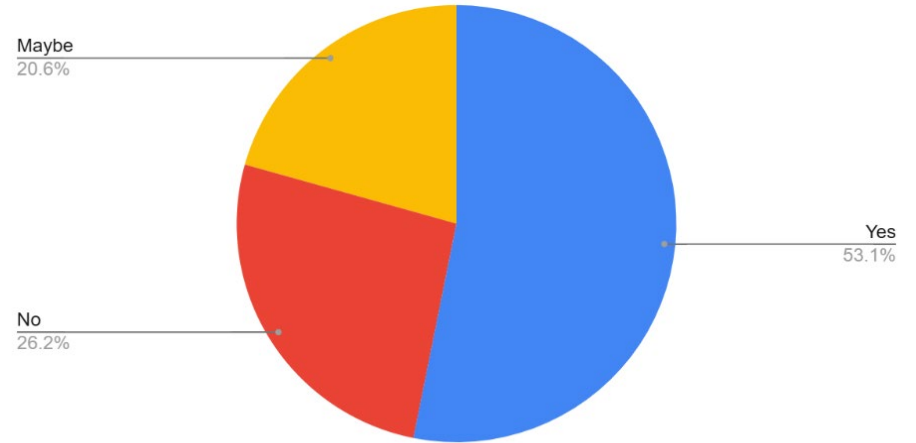
Count of [EN] If applicable, what was your main reason for changing jobs?



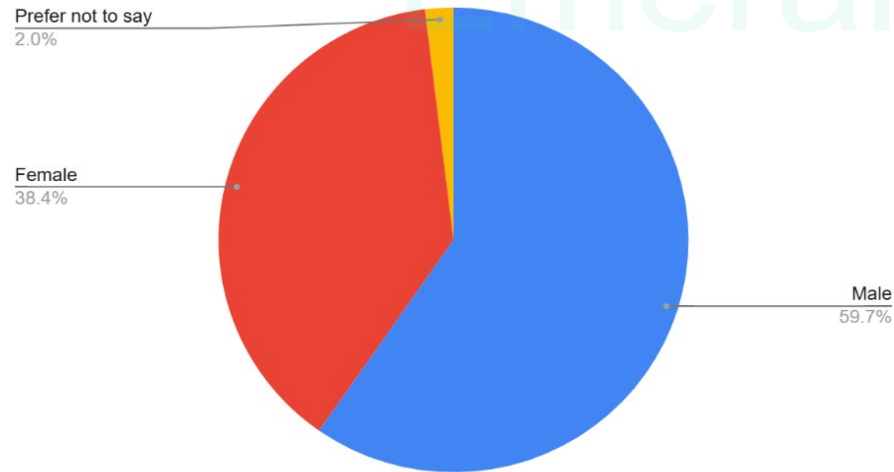
Count of [EN] Do you know the salary band/grade for your role at your company?



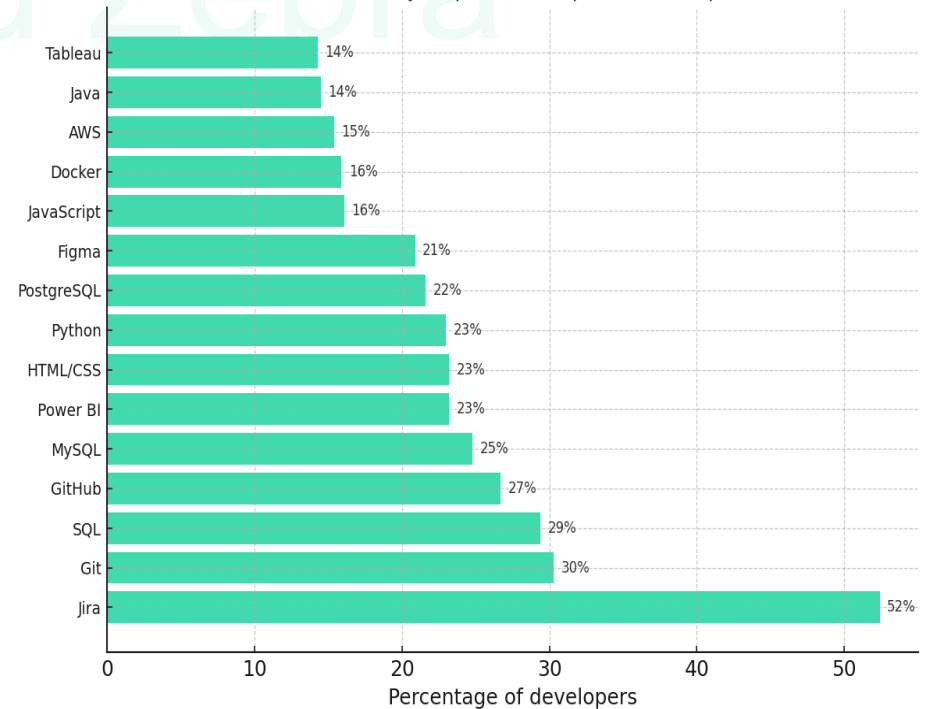
Count of [EN] Do you believe pay is equal across genders and nationalities in your workplace?



Count of [EN] What is your gender?



Developer Skills Confidence (Among Developers)
27.7% of all survey respondents reported developer skills



As we conclude the Q4 2025/2026 survey, we'd like to encourage all participants to continue taking part in future editions. Your involvement is essential to ensuring the accuracy and relevance of the data and to allow us to advance the survey to create sector specific surveys, our goal is to create a survey of this kind for each sector. By participating, you help create a more comprehensive representation of the industries, leading to better insights for businesses and professionals alike. The more diverse and engaged our respondents, the stronger the validity and reliability of the results. We look forward to your continued participation and hope to see you in the next survey, as we work together to provide clearer, more precise salary benchmarking data across the fintech, tech, financial services and gaming sectors of the Cyprus economy.



Thank you!

We want to thank every professional and employer who took part in this year's survey. Your openness allows us to present an honest picture of how people in Cyprus work, earn, and grow. A special thank-you to the Emerald Zebra team, whose daily conversations with candidates and employers make this data possible. Every salary discussion, every placement, and every insight shared contributes to the accuracy and credibility of this report. Each year, more participants mean clearer, deeper insights. To continue offering this report free to the public, we need even greater participation — from both employees who share their real pay information and employers who benchmark transparently. Your contribution strengthens salary awareness across Cyprus and helps build a fairer, more competitive job market for everyone.

Join next year's survey, your input shapes the future of work in Cyprus.

Sincerely,

The **Emerald Zebra** Team Jobs@EmeraldZebra.Cy



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