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SALARY REPORT 2021

INTRODUCTION

Dear Readers,

2020, A YEAR THAT HAD UNPRECEDENTED EFFECTS ON EVERYONE AND EVERY INDUSTRY IN ONE WAY OR ANOTHER. COVID-19 HAS LEFT MANY PEOPLE AND BUSINESSES IN UNCERTAINTY. WHILE UNEMPLOYMENT IS SOARING, MANY COMPANIES DECIDED TO FREEZE THEIR HIRING PROCESSES AND THERE SEEMS TO BE LITTLE SIGHT OF IMPROVEMENT.

There is no doubt that COVID-19 caused probably one of the biggest tipping points when it comes to the future of remote work, companies' location strategies, and the allocation of manpower.

"As the effects of the pandemic and containment measures hit OECD economies, millions of people have been unable to go to work, resulting in an exceptionally stark drop in activity and unprecedented job losses. Up to 10 times fewer hours were worked in some countries, compared with the first few first months of the 2008 financial crisis." Source: [OECD](#)

While the eCommerce, pharmaceutical, Software, and R&D industry experienced less of the negative effects of the pandemic, the same cannot be said about the state of the Polish labor market. January 2020 differed significantly compared to the end of the year. In the first quarter of 2020, the unemployment rate was at 5.5% and many companies faced the challenge to find candidates in a talent pool that is gradually shrinking. After a few months, things took a turn for the worse and many companies started to introduce "smart freeze" policies or ceased their recruitment altogether.

GOVERNMENTS AND ORGANIZATIONS ARE WORKING HARD TO CREATE CERTAINTY FOR EMPLOYEES THROUGH JOB RETENTION PROGRAMS SUCH AS GERMANY'S KURZARBEIT, THE NETHERLAND'S NOW, AND KEEPER PAYMENT IN AUSTRALIA.

About 60 million people are included in these programs. In addition, with new announcements about a vaccine, we are optimistic about the redevelopment of the recruitment industry.

Like every year, it is our pleasure to present our latest Salary Report of the Polish job market for 2021. Through careful analysis and building business cases throughout 2020, you will find key insights in this report regarding the salary levels that are offered expected for the following sectors:

- IT
- Business services (Shared Services/Business Outsourcing)
- Engineering
- Sales & Marketing

On behalf of everyone at Tap.Talent, we want you to enjoy this report and its many valuable insights. Stay safe and stay healthy.

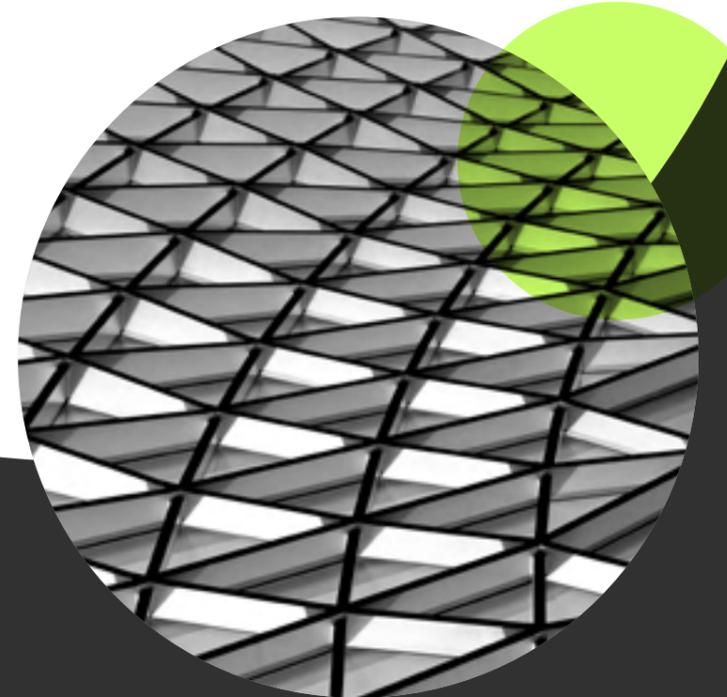
Kind Regards,

Katarzyna Charydczak & Gracjan Gózdź

Managing Partners in Tap.Talent



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SALARY TABLE SSC/BPO

ROLE	MONTHLY SALARY GROSS PLN			Annual Salary Gross EURO	Annual Salary Gross EURO/ Employer Full Cost
	MINIMUM	MAXIMUM	MEDIAN	MEDIAN	MEDIAN
MANAGEMENT					
CFO	26 500	58 000	42 250	114 189	137 027
Finance Manager	21 000	37 000	29 000	78 378	94 054
Finance Reporting Manager	14 000	26 500	20 250	54 730	65 676
GL & Reporting Manager	16 000	26 500	21 250	57 432	68 919
AP/AR Manager	11 500	19 000	15 250	41 216	49 459
FINANCE					
Finance Reporting Specialist	7 350	11 500	9 425	25 473	30 568
Business Analyst	10 500	14 500	12 500	33 784	40 541
FP&A Specialist	9 500	15 750	12 625	34 122	40 946
Finance Analyst	7 350	11 500	9 425	25 473	30 568
Finance Assistant	3 650	5 200	4 425	11 959	14 351
ACCOUNTING					
GL Team Leader	12 500	21 000	16 750	45 270	54 324
GL Accountant	9 450	16 800	13 125	35 473	42 568
AP/AR Team Leader	10 000	15 500	12 750	34 459	41 351
Senior AP/AR Accountant	English 5 250	English 8 200	6 725	18 176	21 811
	French/ Italian/Spanish 6 300	French/ Italian/Spanish 8 900	7 600	20 541	24 649
	German/ Dutch/Swedish 7 350	German/ Dutch/Swedish 9 500	8 425	22 770	27 324
AP/AR Accountant	English 4 700	English 5 700	5 200	14 054	16 865
	French/ Italian/Spanish 5 250	French/ Italian/Spanish 6 300	5 775	15 608	18 730
	German/ Dutch/Swedish 5 750	German/ Dutch/Swedish 8 200	6 975	18 851	22 622
Junior AP/AR Accountant	English 3 850	English 4 650	4 250	11 486	13 784
	French/ Italian/Spanish 4 150	French/ Italian/Spanish 5 200	4 675	12 635	15 162
	German/ Dutch/Swedish 4 650	German/ Dutch/Swedish 5 700	4 425	11 959	14 351
Accounting Assistant	English 3 650	English 5 200	4 425	11 959	14 351

ROLE	MONTHLY SALARY GROSS PLN			Annual Salary Gross EURO	Annual Salary Gross EURO/ Employer Full Cost
	MINIMUM	MAXIMUM	MEDIAN	MEDIAN	MEDIAN
PROCUREMENT					
Procurement Team Lead	9 500	13 800	11 650	31 486	37 784
Senior Buyer	English 6 300	English 7 350	6 825	18 446	22 135
	French/ Italian/Spanish 6 800	French/ Italian/Spanish 8 400	7 600	20 541	24 649
	German/ Dutch/Swedish 8 600	German/ Dutch/Swedish 9 500	9 050	24 459	29 351
Buyer	English 4 150	English 5 750	4 950	13 378	16 054
	French/ Italian/Spanish 4 650	French/ Italian/Spanish 6 250	5 450	14 730	17 676
	German/ Dutch/Swedish 5 200	German/ Dutch/Swedish 7 800	6 500	17 568	21 081
Junior Buyer	English 3 600	English 4 650	4 125	11 149	13 378
	French/ Italian/Spanish 3 800	French/ Italian/Spanish 5 000	4 400	11 892	14 270
	German/ Dutch/Swedish 4 650	German/ Dutch/Swedish 5 200	4 925	13 311	15 973
HR					
Junior Payroll and HR Admin Specialist	4 150	5 200	4 675	12 635	15 162
Payroll and HR Admin Specialist	5 700	8 300	7 000	18 919	22 703
Senior and HR Admin Payroll	6 750	11 500	9 125	24 662	29 595
Junior Recruitment Specialist	3 850	4 350	4 100	11 081	13 297
Recruitment Specialist	5 200	6 250	5 725	15 473	18 568
Senior Recruitment Specialist	7 250	8 300	7 775	21 014	25 216
HR Support	English 4 000	English 4 450	4 225	11 419	13 703
	French/ Italian/Spanish 4 250	French/ Italian/Spanish 5 700	4 975	13 446	16 135
	German/ Dutch/Swedish 5 200	German/ Dutch/Swedish 7 500	6 350	17 162	20 595

* Fully loaded cost includes the following:
- social security contributions,
- contributions to the Labor Fund and the Guaranteed Employee Benefits Fund,
- write-offs to the Company's Social Benefits Fund

SSC/BPO

WHAT WILL 2021 BRING?

Within the Shared Services Center sector, there is no significant increase in salary growth. Remuneration remained at a constant level. This is explained by the fact that many employees decide not to change their employer given the uncertainty due to the pandemic.

It is expected when the worldwide situation stabilizes that companies will experience an increase in the movement of candidates in this sector. However, for the foreseeable future and the fact that many employers introduced remote working options, the salary levels are expected to remain constant. Companies that have introduced fully remote job opportunities might experience a greater influx of candidates who live outside the city of Poland.

THIS CREATES A GREAT OPPORTUNITY FOR ORGANIZATIONS THAT ARE ON A CONSTANT LOOKOUT FOR BILINGUAL AND/OR MULTILINGUAL SPECIALISTS. A HIGH COMMAND OF ENGLISH, GERMAN AND FRENCH REMAIN SOME OF THE MOST DESIRED LANGUAGE SKILLS.

In the financial sector, we see many companies that change their hiring plans according to the digital skills that are needed with the ongoing digital transformation. This creates new requirements, skills, and salary levels.

Many companies in this sector face the challenge to not only find the right candidates that are well-equipped but to also update and invest in the knowledge of their current employees.

SALARY TABLE IT SECTION

ROLE	MONTHLY SALARY GROSS PLN			Annual Salary Gross EURO	Annual Salary Gross EURO/ Employer Full Cost
	MINIMUM	MAXIMUM	MEDIAN	MEDIAN	MEDIAN
TECHNICAL SUPPORT					
1st Line Technical Support	6 200	9 300	7 750	20 946	25 135
2nd Line Technical Support	10 500	14 000	12 250	33 108	39 730
3rd Line Technical Support	15 500	20 000	17 750	47 973	57 568
SOFTWARE DEVELOPMENT					
Software Architect	23 000	29 000	26 000	70 270	84 324
Team Leader	21 000	26 000	23 500	63 514	76 216
Senior Software Developer C / C++	15 000	19 000	17 000	45 946	55 135
Software Developer C / C++	10 000	14 000	12 000	32 432	38 919
Senior Software Developer Java	18 000	22 000	20 000	54 054	64 865
Software Developer Java	12 000	17 000	14 500	39 189	47 027
Senior Software Developer .NET/C#	18 000	22 000	20 000	54 054	64 865
Software Developer .NET/C#	12 000	17 000	14 500	39 189	47 027
Android / iOS Developer	12 000	17 000	14 500	39 189	47 027
Front-End Developer	12 000	18 000	15 000	40 541	48 649
Fullstack Developer	13 000	20 000	16 500	44 595	53 514
Ruby on Rails Developer	14 000	22 000	18 000	48 649	58 378
Python Developer	11 000	16 000	13 500	36 486	43 784
PHP Developer	10 000	15 000	12 500	33 784	40 541
UX/UI Specialist	9 000	14 000	11 500	31 081	37 297
DevOps Engineer	12 000	17 000	14 500	39 189	47 027
Project Manager	15 000	20 000	17 500	47 297	56 757
Scrum Master	15 000	19 000	17 000	45 946	55 135
Test Team Leader	18 000	23 000	20 500	55 405	66 486
QA Engineer (4+ years experience)	15 000	19 000	17 000	45 946	55 135
Tester (2-4 years experience)	8 500	13 000	10 750	29 054	34 865
IT INFRASTRUCTURE AND SERVICES					
Solution Architect	14 000	17 000	15 500	41 892	50 270
Database Administrator	7 000	12 000	9 500	25 676	30 811
System Administrator	6 500	10 000	8 250	22 297	26 767
Windows Administrator	10 000	12 000	11 000	29 730	35 676
Linux Administrator	10 000	13 000	11 500	31 081	37 297
Network Engineer	13 000	16 000	14 500	39 189	47 027
Cloud Engineer	14 000	18 000	16 000	43 243	51 892
Application Analyst	12 000	18 000	15 000	40 541	48 649

ROLE	MONTHLY SALARY GROSS PLN			Annual Salary Gross EURO	Annual Salary Gross EURO/ Employer Full Cost
	MINIMUM	MAXIMUM	MEDIAN	MEDIAN	MEDIAN
System Security Engineer	7 000	11 000	9 000	25 394	30 473
Cyber Security Engineer	16 000	25 000	20 500	55 405	66 486
SQL Analyst	10 000	14 000	12 000	32 432	38 919
IT Analyst	12 000	18 000	15 000	40 541	48 649
ERP/CRM/DATA ENGINEERING					
SAP Analyst	12 000	18 000	15 000	40 541	48 649
SAP Developer	13 000	20 000	16 500	44 595	53 514
Salesforce Developer	15 000	20 000	17 500	47 297	56 757
Data Scientist	10 000	15 000	12 500	33 784	40 541
Data Engineer	12 000	18 000	15 000	40 541	48 649
TECHNICAL SUPPORT					
Service Desk Manager	20 000	26 000	23 000	62 162	74 595
SOFTWARE DEVELOPMENT					
Head of Software Development	22 000	35 000	28 500	77 027	92 432
Software Development Manager	19 000	26 000	22 500	60 811	72 973
Project Manager	12 000	19 000	15 500	41 892	50 270
IT INFRASTRUCTURE AND SERVICES					
Head of IT Infrastructure	20 000	30 000	25 000	67 568	81 081
IT Manager	15 000	23 000	19 000	51 351	61 622
Security Manager	18 000	32 000	25 000	67 568	81 081

* Fully loaded cost includes the following:
 - social security contributions,
 - contributions to the Labor Fund and the Guaranteed Employee Benefits Fund,
 - write-offs to the Company's Social Benefits Fund



IT SECTION

WHAT WILL 2021 BRING?

In the IT sector, there are very few significant increases in salary levels. This is partially explained by the fact that the pandemic had little effect on this particular sector. It remains one of the most profitable and stable industries known in the labor market.

For the IT industry, 2021 is marked by the importance of automating certain processes that would improve the lives of individuals and businesses. Take online shopping for instance, with the significant increase of online transactions and the increased risk of online fraud, we expect an increase in demand for security specialists such as Penetration Testers, Security Engineers, and Security Software developers.

WHILE THE HIGH DEMAND FOR TALENTED IT SECURITY PROFESSIONALS IS NOT NEW, IT HAS SIGNIFICANTLY INCREASED COMPARED TO PREVIOUS YEARS.



Another area of expertise that has become more popular is data analysis. We are experiencing an increase in demand and see more job openings for Data Analysts, Data Engineers, Data Scientists. Furthermore, there is a great increase in the number of positions for mobile and web development. This could partially be explained by the increase in demand for applications from the healthcare, entertainment, eCommerce, productions, and transport industry.

THE IT SECTOR IS IN MANY AREAS LESS AFFECTED BY THE PANDEMIC COMPARED TO OTHER SECTORS. THE MAJOR CHANGE WE SEE IS A SHIFT OF MANY SPECIALISTS WHO INSTEAD OF B2B AGREEMENTS OPT FOR REGULAR EMPLOYMENT CONTRACTS TO COMBAT JOB UNCERTAINTY.

SALARY TABLE MANUFACTURING AND ENGINEERING

ROLE	MONTHLY SALARY GROSS PLN			Annual Salary Gross EURO	Annual Salary Gross EURO/ Employer Full Cost
	MINIMUM	MAXIMUM	MEDIAN	MEDIAN	MEDIAN
Plant Manager (more than 500 FTE)	30 000	45 000	35 000	98 754	138 255
Plant Manager (100-500 FTE)	17 000	35 000	27 000	76 182	106 654
Plant Manager (to 100 FTE)	14 000	25 000	18 500	52 198	73 078
Operation Director (more than 500 FTE)	23 000	33 000	28 000	79 003	110 604
R&D Manager (10-15 FTE)	13 000	22 000	17 500	49 377	69 128
Production Manager (more than 100 FTE)	10 000	23 000	15 500	43 734	61 227
Lean Manager (more than 100 FTE)	10 000	22 000	15 500	43 734	61 227
Quality Manager	12 000	20 000	15 000	42 323	59 252
Engineering Manager	10 000	20 000	15 000	42 323	59 252
Black Belt	10 000	20 000	14 500	40 912	57 277
Logistic Manager	9 000	20 000	14 000	39 502	55 302
Project Manager	10 000	20 000	13 500	38 091	53 327
Maintenance Manager	9 000	18 000	13 000	36 680	51 352
Tooling Engineer	7 000	14 000	9 000	25 394	35 551
R&D Engineer	6 000	12 000	9 000	25 394	35 551
Project Engineer	6 000	11 000	8 000	22 572	31 601
Lean Manufacturing Engineer	6 000	11 000	8 000	22 572	31 601
Production/ Process Engineer	6 000	10 000	8 000	22 572	31 601
Customer Quality Engineer	6 000	11 000	7 500	21 162	29 626
Maintenance Engineer	5 500	10 000	7 500	21 162	29 626
Electrical Engineer	6 000	10 000	8 000	22 572	31 601
Automation Engineer	6 000	12 000	9 000	25 394	35 551
Quality Process Engineer	6 000	9 500	7 500	21 162	29 626
Design Engineer	5 500	10 000	7 000	19 751	27 651
Product Engineer	5 500	9 000	7 000	19 751	27 651
Purchasing Specialist	4 500	9 000	6 500	18 340	25 676
Logistic Specialist	4 000	9 000	6 000	16 929	23 701
Production Planner	4 000	9 000	6 000	16 929	23 701

* Fully loaded cost includes the following:
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MANUFACTURING AND ENGINEERING



WHAT WILL 2021 BRING?

Due to the lockdown in the spring of 2020, many manufacturing companies struggled with numerous challenges to find the right candidates. Especially for maintenance managers, process engineers, and investment process engineers, we have observed a greater demand than before. Additionally, we see that purchasing departments are opening up more vacancies to find Commodity Buyers, automation specialists, and lean engineers.

RESEARCH AND DEVELOPMENT COMPANIES ARE EXPECTED TO HIRE MORE CANDIDATES DURING THE SECOND HALF OF 2021 WHEN MANY WILL MOVE FORWARD WITH SETTING UP THEIR RESEARCH CENTERS IN POLAND.

SALARY TABLE SALES AND MARKETING

ROLE	MONTHLY SALARY GROSS PLN			Annual Salary Gross EURO	Annual Salary Gross EURO/ Employer Full Cost
	MINIMUM	MAXIMUM	MEDIAN		
SALES				MEDIAN	MEDIAN
General Manager	42 000	65 000	53 500	144 595	173 514
Sales Director	25 000	40 000	32 500	87 838	105 405
Sales Manager	15 000	21 000	18 000	48 649	58 378
Regional Sales Manager	12 000	18 000	15 000	40 541	48 649
Area Sales Manager	8 000	12 000	10 000	27 027	32 432
Sales Specialist	5 000	8 000	6 500	17 568	21 081
Sales Representative	3 500	5 000	4 250	11 486	13 784
	MINIMUM	MAXIMUM	MEDIAN	MEDIAN	MEDIAN
Export Director	15 000	40 000	27 500	74 324	89 189
Export Manager	8 000	16 000	12 000	32 432	38 919
	MINIMUM	MAXIMUM	MEDIAN	MEDIAN	MEDIAN
National Key Account Manager	18 000	28 000	23 000	62 162	74 595
Group Key Account Manager	16 000	20 000	18 000	48 649	58 378
Regional Key Account Manager	14 000	18 000	16 000	43 243	51 892
Key Account Manager	10 000	16 000	13 000	35 135	42 162
SALES SUPPORT	MINIMUM	MAXIMUM	MEDIAN	MEDIAN	MEDIAN
Research Department Manager	12 000	20 000	16 000	43 243	51 892
International Business Development	14 000	22 000	18 000	48 649	58 378
Business Development Manager	9 000	14 000	11 500	31 081	37 297
Sales Analyst	7 500	10 500	9 000	24 324	29 189



ROLE	MONTHLY SALARY GROSS PLN			Annual Salary Gross EURO	Annual Salary Gross EURO/ Employer Full Cost
	MINIMUM	MAXIMUM	MEDIAN		
MARKETING				MEDIAN	MEDIAN
Chief Commercial Officer	40 000	70 000	55 000	148 649	178 378
Chief Marketing Officer	30 000	50 000	40 000	108 108	129 730
Marketing Director	25 000	40 000	32 500	87 838	105 405
Marketing Manager	18 000	28 000	23 000	62 162	74 595
PR Manager	10 000	18 000	14 000	37 838	45 405
Senior Brand Manager	14 000	18 000	16 000	43 243	51 892
Brand Manager	10 000	15 000	12 500	33 784	51 892
Junior Brand Manager	8 000	10 000	9 000	24 324	29 189
Koordinator ds. Komunikacji Marketingowej	8 000	14 000	11 000	29 730	35 676
Marketing Specialist	5 500	9 000	7 250	19 569	23 514
Internet Marketing Specialist	7 000	11 000	9 000	24 324	29 189

* Fully loaded cost includes the following:
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 - write-offs to the Company's Social Benefits Fund



SALES AND MARKETING

WHAT WILL 2021 BRING?

The sales and marketing industry were also impacted by the events of 2020. Consumer behavior has drastically changed, causing many brick-and-mortar stores to close their doors and others to invest significant sums in building their online presence. For many HR departments, this meant that their hiring and salary plans needed to be changed according to the talent that is required.

THIS EXPLAINS WHY WE OBSERVED A PEAK IN DEMAND FOR TALENT TO FILL POSITIONS IN THE E-COMMERCE, DIGITAL MARKETING, AND WEB ANALYTICS SECTOR. ESPECIALLY, ECOMMERCE PROCESS SPECIALISTS, CRM & ANALYTICS MANAGERS, AND DIGITAL ACTIVATION MANAGERS GET A LOT OF INTEREST.



In addition, the closure of many brick-and-mortar stores also redefined the roles within sales departments especially the roles of Key Account Managers and sales representatives who have to adapt to a new way of communicating with their customers, building relationships, and reporting. This has increased the demand for tech-savvy candidates who are familiar with online tools significantly.

SALARY TABLE

C LEVEL ROLES/ HIGH LEVEL ROLES

ROLE	MONTHLY SALARY GROSS PLN			Annual Salary Gross EURO	Annual Salary Gross EURO/ Employer Full Cost
	MINIMUM	MAXIMUM	MEDIAN	MEDIAN	MEDIAN
CEO/Prezes	30 000	50 000	40 000	112 862	169 292
VP/Zastępca Prezesa	28 000	40 000	34 000	95 932	143 898
Managing Director	26 000	38 000	32 000	90 289	135 434
CTO/Dyrektor ds. IT	23 500	35 000	29 250	82 530	123 795
CFO/Dyrektor ds. finansowych	22 000	35 000	28 500	80 414	120 621
Sales Director/ Dyrektor ds. sprzedaży	22 000	39 000	30 500	86 057	129 085
HR Director/Dyrektor ds.HR	22 000	34 000	28 000	79 003	118 505
Marketing Director/Dyrektor ds.marketingu	18 000	34 000	28 000	79 003	118 505
Head of Project Management	18 000	28 000	23 000	64 895	97 343
Tower/Unit Director	18 000	21 000	19 500	55 020	82 530

* Fully loaded cost includes the following:
 - social security contributions,
 - contributions to the Labor Fund and the Guaranteed Employee Benefits Fund,
 - write-offs to the Company's Social Benefits Fund



C LEVEL ROLES/ HIGH LEVEL ROLES

WHAT WILL 2021 BRING?

Despite the disruptive effect the COVID-19 has, salaries in the management level in Poland, generally, remained mostly stable with little to no significant fluctuations. This is partially explained by the uncertainty that the pandemic has caused which prompted many people to reconsider their career changes. As a result, remuneration levels remained stable in the business services, technology and engineering market sectors.

The salaries of middle and senior management depend on many factors. After our research, it became clear to us that they often exceed the average salary many times over. It should only be remembered that the privileges and high salaries go hand in hand with greater responsibility, not only for the projects implemented, but also for our subordinates and lay out task to accomplish.

APART FROM THE TECHNICAL SKILLS AND KNOW-HOW THAT IS DESIRED WITHIN THE TECHNOLOGY SECTOR FOR EXAMPLE, WE CONTINUE TO SEE A RISE IN DEMAND FOR TECHNICAL SKILL SETS COMBINED WITH PEOPLE MANAGEMENT EXPERIENCE.

Towards the end of 2020 we have noticed a trend emerging among management roles with a consultancy background. Namely, a rise in demand for people with strong client facing abilities and experience in management multiple teams.

When it comes to the Information Technology and Engineering sectors we have seen a slight increase in the salary for the senior specialist and experts but not necessarily among the c-level teams.

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