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RECRUITMENT & EMPLOYER BRANDING



# **SALARY REPORT 2020**

We care more



# INTRODUCTION



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## Dear Readers,

2019 year has just gone by another Tap.Talent 2020 Salary Report has been published. Like in the previous years, we are presenting trends in the labor market in relation to the employees remuneration and employers branding activities.

With so many disruptive forces affecting economies and businesses around the globe, one of the most critical challenges companies face is access to talent. Developing a reliable and talented work-force is often what keeps the business owners up at night as it determines whether their business succeeds or falls behind the competitors.

Finding and hiring talent is a challenging task to undertake yet retaining an existing work-force is even more important to consider for employers. Based on surveys we carried out in 2019, our analysis shows that cost pressure has been and will be at the center of the hiring process for 2020. We observed that a few domestic factors such as increased national basic salaries, growing inflation, and shortages in the workforce continue to be overarching challenges in 2020. Some of the most noticeable trends we witnessed in the Polish recruitment market is the continued growth of the technology sector, an increasing number of technology start-ups, and further expansion in non-financial services sectors such as Sales & Marketing, Data Science, Analytics and of course Technology.

Furthermore, we also perceived an ever-increasing benefit of adopting a flexible workforce and the use of technology to engage and attract talent transboundary that can no longer be ignored.

While taking these external factors into consideration, the companies that truly excel at finding the best talent for their needs use this information to shape effective employer branding initiatives and become an employer of choice.

One of the most important employer branding trends in 2020 is that companies will dedicate more resources in creating a unique organizational DNA that is focused on the touchpoints of their brand in every stage of the recruitment process. They become more aware that creating a positive and unique employee experience is paramount for the development of an employer brand that is desirable among top talent.

We hope our 2020 Report will not only provide you with useful and actionable salary advice but will also give you insight into employer branding trends in 2020 that will bring your recruitment efforts to the next level.

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**Kind Regards,**  
**Katarzyna Charydczak & Gracjan Gózdź**

**One factor that has not changed and won't change in the Polish hiring market is the fierce competition. While providing competitive remuneration and benefit packages is important, creating a complementary employer branding strategy is what really gives organisations an edge in finding and retaining top talent.**



**WELCOME  
TO THE SALARY  
REPORT  
2020**

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# SALARY TABLE

## BUSINESS SERVICES WITH LANGUAGES

ROLE	MONTHLY SALARY GROSS PLN			Annual Salary Gross EURO	Annual Salary Gross EURO/ Employer Full Cost
	MINIMUM	MAXIMUM	MEDIAN		
<b>MANAGEMENT</b>					
CFO	25 000	55 000	40 000	112 862	135 434
Finance Manager	20 000	35 000	27 500	77 592	93 111
Finance Reporting Manager	13 000	25 000	19 000	53 609	64 331
GL & Reporting Manager	15 000	25 000	20 000	56 431	67 717
AP/AR Manager	11 000	18 000	14 500	40 912	49 095
<b>FINANCE</b>					
Finance Reporting Specialist	7 000	11 000	9 000	25 394	30 473
Business Analyst	10 000	14 000	12 000	33 858	40 630
FP&A Specialist	9 000	15 000	12 000	33 858	40 630
Finance Analyst	7 000	11 000	9 000	25 394	30 473
Finance Assistant	3 500	5 000	4 250	11 992	14 390
<b>ACCOUNTING</b>					
GL Team Leader	12 000	20 000	16 000	42 145	54 174
GL Accountant	9 000	16 000	12 500	35 269	42 323
AP/AR Team Leader	10 000	15 000	12 500	35 269	42 323
Senior AP/AR Accountant	English 5 000	English 7 800	6 400	18 058	21 669
	French/ Italian/Spanish 6 000	French/ Italian/Spanish 8 500	7 250	20 456	24 547
	German/ Dutch/Swedish 7 000	German/ Dutch/Swedish 9 000	8 000	22 572	27 087
AP/AR Accountant	English 4 500	English 5 500	5 000	14 108	16 929
	French/ Italian/Spanish 5 000	French/ Italian/Spanish 6 000	5 500	15 518	18 622
	German/ Dutch/Swedish 5 500	German/ Dutch/Swedish 7 800	6 650	18 763	22 516
Junior AP/AR Accountant	English 3 700	English 4 500	4 100	11 568	13 882
	French/ Italian/Spanish 4 000	French/ Italian/Spanish 5 000	4 500	12 697	15 236
	German/ Dutch/Swedish 4 500	German/ Dutch/Swedish 5 000	5 000	14 108	16 929

\* 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

ROLE	MONTHLY SALARY GROSS PLN			Annual Salary Gross EURO	Annual Salary Gross EURO/ Employer Full Cost
	MINIMUM	MAXIMUM	MEDIAN		
<b>ACCOUNTING</b>					
Accounting Assistant	English 3 500	English 5 000	4 250	11 992	14 490
<b>PROCUREMENT</b>					
Procurement Team Lead	9 000	13 000	11 000	31 037	37 244
Senior Buyer	English 6 000	English 7 000	6 500	18 340	22 008
	French/ Italian/Spanish 6 500	French/ Italian/Spanish 8 000	7 250	20 456	24 547
	German/ Dutch/Swedish 8 200	German/ Dutch/Swedish 9 000	8 600	24 265	29 118
Buyer	English 4 000	English 5 500	4 750	13 402	16 083
	French/ Italian/Spanish 4 500	French/ Italian/Spanish 6 000	5 250	14 813	17 776
	German/ Dutch/Swedish 5 000	German/ Dutch/Swedish 7 500	6 250	17 635	21 162
Junior Buyer	English 3 500	English 4 500	4 000	11 286	13 543
	French/ Italian/Spanish 3 700	French/ Italian/Spanish 4 800	4 350	12 274	14 728
	German/ Dutch/Swedish 4 500	German/ Dutch/Swedish 5 000	4 750	13 402	16 083
<b>HR</b>					
HR Support	English 3 900	English 4 300	4 700	13 261	15 913
	French/ Italian/Spanish 4 100	French/ Italian/Spanish 5 500	4 800	13 543	16 252
	German/ Dutch/Swedish 5 000	German/ Dutch/Swedish 7 200	6 100	17 211	20 654
Senior Recruitment Specialist	7 000	8 000	7 500	21 162	25 394
Recruitment Specialist	5 000	6 000	5 500	15 518	18 622
Senior and HR Admin Payroll Specialist	6 500	11 000	8 750	24 688	29 626
Payroll and HR Admin Specialist	5 500	8 000	6 750	19 045	22 854
Junior Payroll and HR Admin Specialist	4 000	5 000	4 500	12 697	15 236

\* 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



## WHAT WILL 2020 BRING?

Some of the major changes in the finance industry are the digitization of the sector, numerous mergers and acquisitions, and new regulations to which activities had to be adapted. All these changes will have a significant impact on bank and shared services center employees, their tasks and responsibilities and the overall situation on the labor market.

In 2020, primarily specialists dedicated to corporate clients will be needed, e.g. in corporate centers and bank headquarters. They will be mainly responsible for obtaining financing, investing, restructuring activities, mergers and acquisitions. The current situation on the labor market is very favourable for accountants.

Accountants and finance specialists become increasingly important in terms of dynamic business development and getting new investments. It is therefore expected that many employees are considering a switch in their career within the finance sector.

For example, more Quants (graduates of mathematics, physics, econometrics) will search for careers in the banking sectors where they will be able to fulfill essential roles as Analysts or Risk Researchers. To achieve this goal, they may seek help from recruitment agencies.

Good knowledge of English is now considered a prerequisite for most international companies, fluent knowledge of an additional language such as German or French will be considered a strong asset. An increasing number of employers will look for Hungarian (mainly in finance), Czech and Lithuanian (in trade), Chinese (mainly in distribution and logistics) and Arabic (economy and science) speakers.

In 2020, the banking sector and SSC / BPO are not preparing significant increases at any level. The salaries of employees in 2020 will remain at almost the same level as a year ago. Retaining talent and employing the best can be a major challenge for employers in 2020.



# SALARY TABLE

## IT SECTION

ROLE	MONTHLY SALARY GROSS PLN			Annual Salary Gross EURO	Annual Salary Gross EURO/ Employer Full Cost
	MINIMUM	MAXIMUM	MEDIAN		
<b>TECHNICAL SUPPORT</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>	<b>MEDIAN</b>	<b>MEDIAN</b>	<b>MEDIAN</b>
1st Line Technical Support	6 000	9 000	7 500	21 162	25 394
2nd Line Technical Support	10 000	14 000	12 000	33 858	40 630
3rd Line Technical Support	15 000	20 000	17 500	49 377	59 252
<b>SOFTWARE DEVELOPMENT</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>	<b>MEDIAN</b>	<b>MEDIAN</b>	<b>MEDIAN</b>
Software Architect	22 000	28 000	25 000	70 538	84 646
Team Leader	20 000	26 000	23 000	64 895	77 874
Senior Software Developer C/C++	15 000	19 000	17 000	47 966	57 559
Software Developer C/C++	10 000	14 000	12 000	33 858	40 630
Senior Software Developer Java	17 000	21 000	19 000	53 609	64 331
Software Developer Java	12 000	16 000	14 000	39 502	47 402
Senior Software Developer .NET/C#	17 000	21 000	19 000	53 609	64 331
Software Developer .NET/C#	12 000	16 000	14 000	39 502	47 402
Android / iOS Developer	10 000	15 000	12 500	35 269	42 323
Front-End Developer	12 000	16 000	14 000	39 502	47 402
Scrum Master	16 000	20 000	18 000	50 788	60 945
Test Team Leader	18 000	23 000	20 500	57 842	69 410
QA Engineer (4+ years experience)	15 000	19 000	17 000	47 966	57 559
Tester (2-4 years experience)	8 000	12 000	10 000	28 215	33 858
<b>IT INFRASTRUCTURE AND SERVICES</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>	<b>MEDIAN</b>	<b>MEDIAN</b>	<b>MEDIAN</b>
Solution Architect	13 000	17 000	15 000	42 323	50 787
Database Administrator	7 000	11 000	9 000	25 393	30 472
System Administrator	6 000	10 000	8 000	22 572	27 086
Network Engineer	13 000	16 000	14 500	40 912	49 094
Application Analyst	10 000	18 000	14 000	39 501	47 401
System Security Engineer	7 000	11 000	9 000	25 393	30 472
SQL Analyst	10 000	14 000	12 000	33 858	40 630
IT Analyst	10 000	18 000	14 000	39 501	47 401
<b>TECHNICAL SUPPORT</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>	<b>MEDIAN</b>	<b>MEDIAN</b>	<b>MEDIAN</b>
Service Desk Manager	20 000	26 000	23 000	64 895	77 874

\* 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

ROLE	MONTHLY SALARY GROSS PLN			Annual Salary Gross EURO	Annual Salary Gross EURO/ Employer Full Cost
	MINIMUM	MAXIMUM	MEDIAN		
<b>SOFTWARE DEVELOPMENT</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>	<b>MEDIAN</b>	<b>MEDIAN</b>	<b>MEDIAN</b>
Head of Software Development	20 000	35 000	27 500	77 592	93 110
Software Development Manager	18 000	25 000	21 500	60 663	72 795
Project Manager	12 000	18 000	15 000	42 323	50 787
<b>SOFTWARE DEVELOPMENT</b>	<b>MINIMUM</b>	<b>MAXIMUM</b>	<b>MEDIAN</b>	<b>MEDIAN</b>	<b>MEDIAN</b>
Head of IT Infrastructure	18 000	30 000	24 000	67 716	81 260
IT Manager	15 000	23 000	19 000	53 609	64 331
Security Manager	18 000	32 000	25 000	70 538	84 646

\* 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



## WHAT WILL 2020 BRING?

As in previous years, IT will be one of the fastest growing industries in Poland in 2020. This state of affairs hasn't ceased to surprise. Just like the earnings, which are still on a high level.

There are no symptoms that this trend would reverse. Furthermore, every year there are new areas on the IT market that are consistently developed. This leads to a situation that the demand for new professions will increase. For instance, it is definitely worth paying attention to issues related to cyber security. As huge data is processed in the cloud, and most of us use internet transactions, we are exposed to various types of fraud and different degrees of severity. It can be assumed that this will lead to increased demand for security specialists (Security Engineer, Security Software Developer, etc.).

Blockchain technology, which has been associated with the cryptocurrency market until now, will become increasingly popular in the Fin-Tech industry. Professions in the area of Machine Learning will become more and more attractive. The reason is not only high earnings, but also by the fact that Artificial Intelligence became an important pillar in the IT world. This is directly connected with the development of the Data Science sector, which focuses on data analysis.

In addition to the areas mentioned above, we will continue to observe an increase in demand in the area of web and mobile development as well as software testing. 2020 should not bring revolutionary changes in the IT industry, but its constant growth will be certainly significant.

**2020 SHOULD NOT BRING REVOLUTIONARY CHANGES IN THE IT INDUSTRY, BUT ITS CONSTANT GROWTH WILL BE CERTAINLY SIGNIFICANT.**





# SALARY TABLE 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	118 505
Plant Manager (100-500 FTE)	17 000	35 000	27 000	76 182	91 418
Plant Manager (to 100 FTE)	14 000	25 000	18 500	52 198	62 638
Operation Director (more than 500FTE)	23 000	33 000	28 000	79 003	94 804
R&D Manager (10-15 FTE)	13 000	22 000	17 500	49 377	59 252
Production Manager (more than 100 FTE)	10 000	23 000	15 500	43 734	52 481
Lean Manager (more than 100FTE)	10 000	22 000	15 500	43 734	52 481
Quality Manager	12 000	20 000	15 000	42 323	50 788
Engineering Manager	10 000	20 000	15 000	42 323	50 788
Black Belt	10 000	20 000	14 500	40 912	49 095
Logistic Manager	9 000	20 000	14 000	39 502	47 402
Project Manager	10 000	20 000	13 500	38 091	45 709
Maintenance Manager	9 000	18 000	13 000	36 680	44 016
Tooling Engineer	7 000	14 000	9 000	25 394	30 473
R&D Engineer	6 000	12 000	9 000	25 394	30 473
Project Engineer	6 000	11 000	8 000	22 572	27 087
Lean Manufacturing Engineer	6 000	11 000	8 000	22 572	27 087
Production/ Process Engineer	6 000	10 000	8 000	22 572	27 087
Customer Quality Engineer	6 000	11 000	7 500	21 162	25 394
Maintenance Engineer	5 500	10 000	7 500	21 162	25 394
Electrical Engineer	6 000	10 000	8 000	22 572	27 087
Automation Engineer	6 000	12 000	9 000	25 394	30 473
Quality Process Engineer	6 000	9 500	7 500	21 162	25 394
Design Engineer	5 500	10 000	7 000	19 751	23 701
Product Engineer	5 500	9 000	7 000	19 751	23 701
Purchasing Specialist	4 500	9 000	6 500	18 340	22 008
Logistic Specialist	4 000	9 000	6 000	16 929	20 315
Production Planner	4 000	9 000	6 000	16 929	20 315

\* 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



## WHAT WILL 2020 BRING?

Employment in the Polish industrial sector will grow and with it the demand for new employees. The coming year will be a good time for Automation, Electricians and Maintenance Engineers. These are also production areas in which wages will increase the fastest. For employers, this will mean big challenges in recruitment, especially for Industrial Automations.

One of the trends in 2020 will be the implementation in preventive maintenance facilities using Industry 4.0 technology. Many companies will decide to employ a Reliability Engineer - an expert who, using technological tools, prevents potential failures and analyzes problems that occur in the maintenance of machines.

The announced increases in energy prices mean that effective management of electricity and technical media will also be a challenge for the industry. The Production Media Specialist and Power and Chemical Engineer are roles that employers will think about more and more often. In 2020, ecology will also be an important aspect for the manufacturing industry.

Poland will continue to be an attractive location for investors in the FMCG, electronics, plastic processing and packaging industries who want to start production or transfer it from another country. Salaries in the industry will rise, although such dynamic growth is not expected as in recent years.

Employers forced to compete for employees usually decide to increase wages by several percent. In addition to increases, they will offer more and more attractive non-wage benefits: company cars, travel expenses to work and an expanded medical care packages.



## SALARY TABLE C 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	135 434
VP/Zastępcza Prezesa	28 000	40 000	34 000	95 932	115 119
Managing Director	26 000	38 000	32 000	90 289	108 347
CTO/Dyrektor ds. IT	23 500	35 000	29 250	82 530	99 036
CFO/Dyrektor ds. finansowych	22 000	35 000	28 500	80 414	96 497
Sales Director/ Dyrektor ds. sprzedaży	22 000	39 000	30 500	86 057	103 268
HR Director/Dyrektor ds.HR	22 000	34 000	28 000	79 003	94 804
Marketing Director/ Dyrektor ds. marketingu	18 000	34 000	28 000	79 003	94 804
Head of Project Management	18 000	28 000	23 000	64 895	77 874
Tower/Unit Director	10 000	21 000	19 500	55 020	66 024

\* 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

## WHAT WILL 2020 BRING?

SENIOR CANDIDATES ACROSS THE POLISH ECONOMY HAVE SEEN THE GREAT INCREASE IN SALARY OVER THE PAST THREE TO FOUR YEARS. TO HAVE A COMPETITIVE ADVANTAGE IN TODAY'S CORPORATE RACE, ORGANISATIONS HAVE TO BE SHAPED IN SUCH A WAY THAT THEY CAN WITHSTAND THE WORST SCENARIOS AND TURBULENCES.

TO SHAPE AN ORGANIZATION IN AN EFFECTIVE AND POSITIVE MANNER THE CEO AND TOP MANAGEMENT MUST BE VIEWED AS AN ORGANIZATION COMMODITY INFLUENCING ORGANIZATION ACROSS ALL PILLARS AND LEVELS.





# FACTS & FIGURES



## EMPLOYER BRANDING

Employer branding is not a new phenomenon but many organisations still struggle to understand how they can use it to become a more attractive employer for their existing and desired talent. When we consider the employer branding trends in 2020 it is more obvious than before that solely relying on tactics and technologies is not sufficient anymore. Instead, they should opt for employer branding tactics that help them shape an employer brand that attracts talent in a more organic fashion.

To achieve this, we cover some of the most important employer brand trends they should consider, namely:

- Why the employer brand and talent personas drive the employer branding strategy;
- How to set up internal brand ambassador programs;
- What employer branding analytics are important to consider to spur company growth;
- When paid social media efforts can support employer branding campaigns.

## EB TRENDS:

### TALENT PERSONAS



More culture leaders design micro-cultures based on talent personas. This enables them to highlight opportunities within specific areas to elevate the employee experience and support the overall employer branding strategy.

### INTERNAL BRAND AMBASSADOR PROGRAMS



The focus of HR moves further away from administration and is more focused on elevating trust with employees by listening to their voice and providing more personalized support much like an internal customer service department.

### EB ANALYTICS



An increasing number of organizations start to employ employer brand scorecards and dashboards to measure important KPIs such as employer brand awareness, employee engagement, and employee loyalty.

### PAID SOCIAL MEDIA CAMPAIGNS



Next to free social media platforms, more organizations are considering targeted PPC ads to increase the chances of a successful Employer Branding campaign.

## EB FACTS:

### GOOD CANDIDATE EXPERIENCE



Nearly 4 in 5 candidates (78%) say the overall candidate experience they receive is an indicator of how a company values its people (Career Builder).

### HEALTHY SOURCING DATA



Companies believe that social media marketing will be the most in-demand HR skill by 2020, 2nd being data analysis, followed by predictive modeling skills (CareerArc).

### BRAND AWARENESS

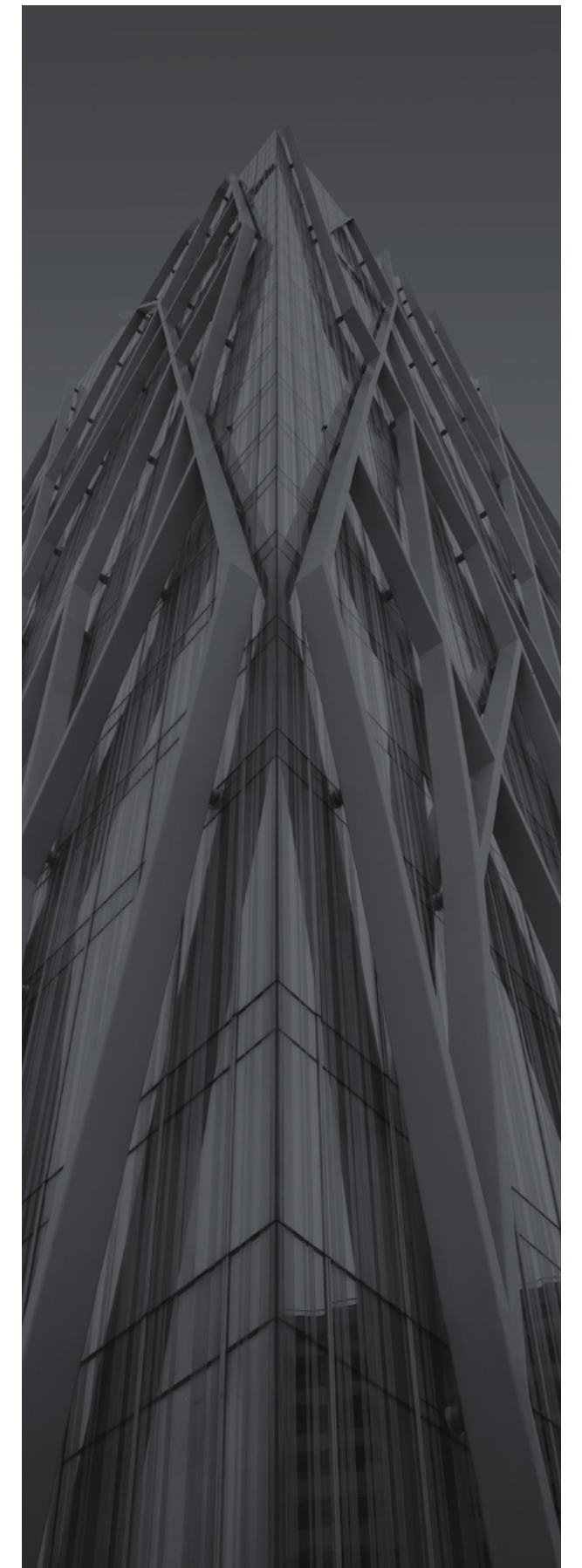


A Glassdoor survey of 750 hiring decision makers, finds 60% of organisations said that their employer brand awareness is either a challenge or a significant barrier when it comes to attracting and hiring candidates.

### EMPLOYEE ADVOCACY PROGRAM



93% of job seekers say it is important to be thoughtful and informed about all aspects of a company before accepting a job offer. A good candidate experience will lead to employees who love to share how they feel about their workplace. This has a direct positive effect on the company's employer brand making it more welcoming for job seekers to apply.





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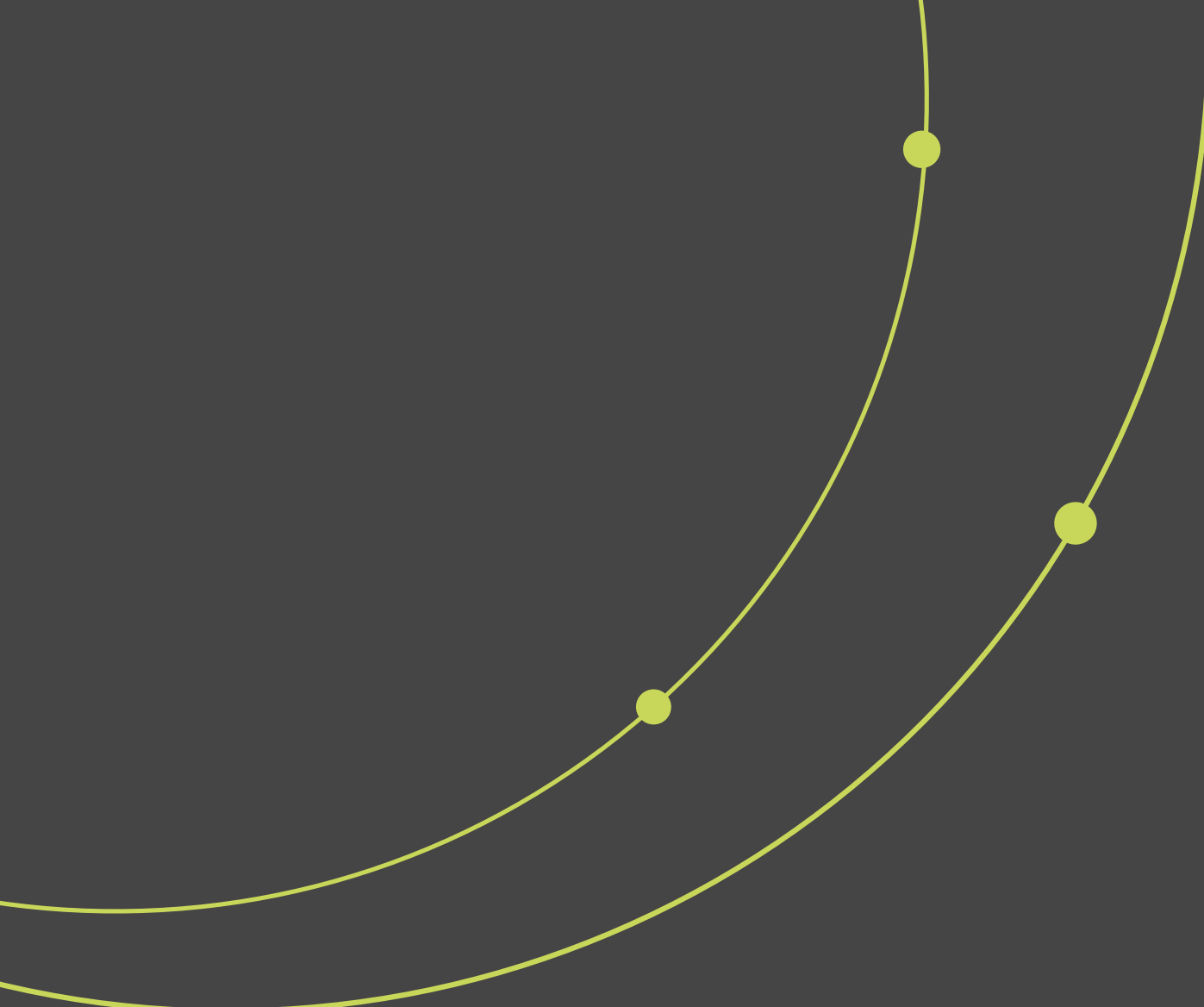


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