



Salary Report 2023



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Dear Readers

2022 has just gone by and another Tap.Talent 2023 Salary Report has been published. Like in the previous years, we are presenting trends in the labor market in relation to the remuneration of employees and employers branding activities.

Past year brought us another set of many disruptive forces affecting economies and businesses in the Euro-Zone with one of the most critical challenges companies approached was access to talent. The pandemic changed employees' attitudes to workplaces and influenced the job changing decision making process. Internal development and employment security became the two most important factors across every industry in Poland and the rest of the labor markets in the EU zone. Another highly important labor market factor is Russia's invasion of Ukraine which caused price hikes in energy and food sectors and ratcheted up pressure on the cost of living and business continuity.

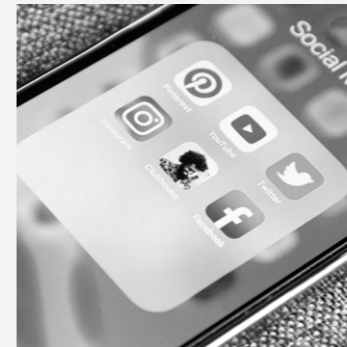
In such difficult conditions finding and hiring talent is a challenging task to undertake yet retaining an existing workforce is even more important to consider for employers.

Based on our talent hiring experience and carried out market research projects we saw a few noticeable trends in the Polish recruitment market. First is the continued growth of the technology sector, an increasing number of technology start-ups, and further expansion of nonfinancial services sectors such as eCommerce, PaaS providers, Data Science and Cybersecurity Security. The second trend was a technological transformation initiated by various companies especially those in the production industry. Companies decided to strengthen data protection infrastructure, increase remote access connectivity, and invest in creating its own internal business applications. A third trend that grabbed our attention is the massive shortage of skill sets (which explains the increased number of available jobs on the market y/y) in professional services, technology, logistic and production areas. The most sought-after experts continue to be IT professionals, digital marketing specialists, gaming engineers and artists, and business services experts in accounting and data analyses.

One of the most important employer branding trends in 2022 was that companies more often saw employer branding initiatives as an integral part of the HR function. Awareness of the importance and positive effects of employer branding projects and programs has increased. Companies realize 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 2022 Report will not only provide you with useful and actionable salary advice but will also give you insight into employer branding trends in 2023 that will bring your recruitment efforts to the next level.

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Salary table IT section

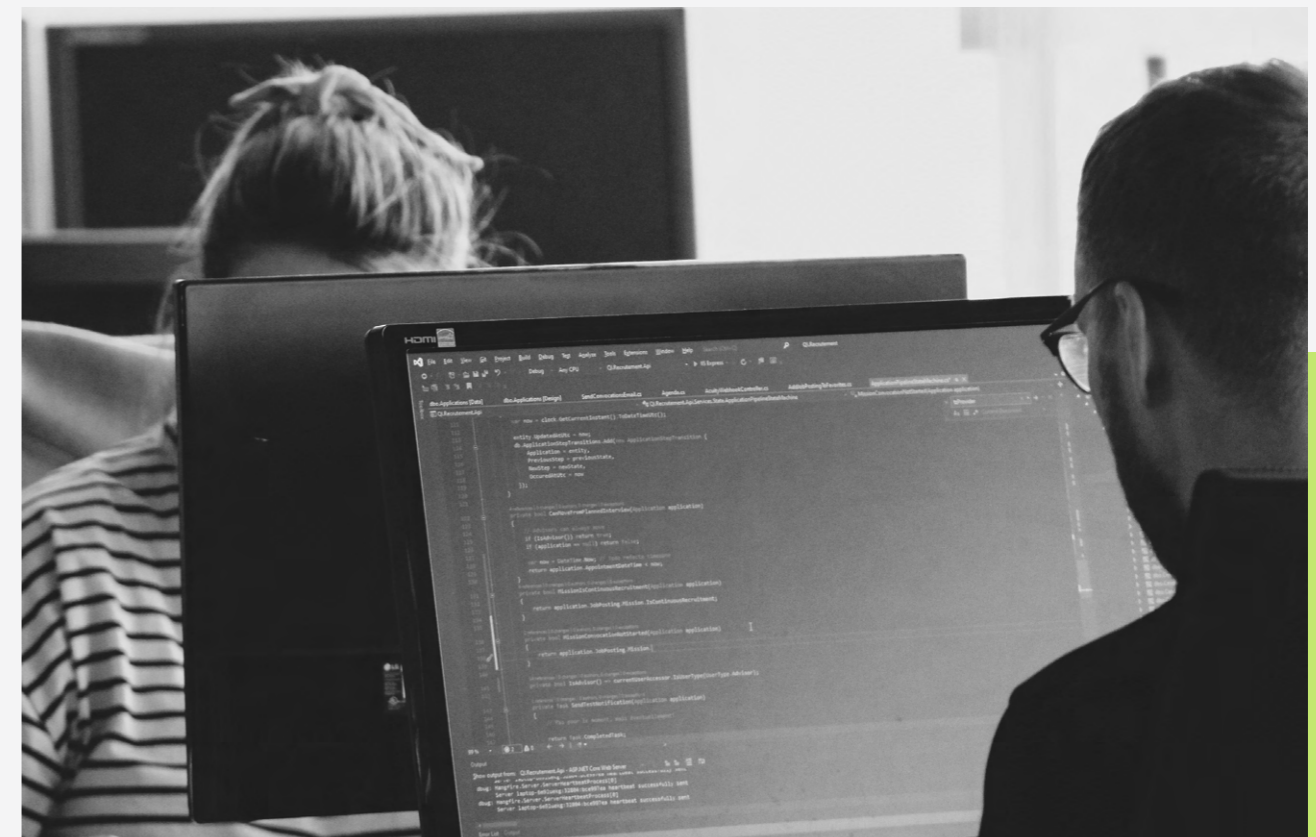
monthly salary gross in EURO

monthly salary gross in EURO



ROLE	monthly salary gross in EURO		
Technical Support	MINIMUM	OPTIMUM	MAXIMUM
1st Line Technical Support	1 035,20 EUR	1 656,31 EUR	2 173,91 EUR
2nd Line Technical Support	2 277,43 EUR	2 795,03 EUR	3 312,63 EUR
3rd Line Technical Support	3 519,67 EUR	4 140,79 EUR	4 761,90 EUR
Software Development	JUNIOR	REGULAR	SENIOR
Software Team Leader	4 761,90 EUR	5 383,02 EUR	6 418,22 EUR
Software Developer C / C++	2 484,47 EUR	3 726,71 EUR	5 175,98 EUR
Software Developer Java	2 484,47 EUR	3 933,75 EUR	5 797,10 EUR
Software Developer .NET / C#	2 484,47 EUR	3 933,75 EUR	5 797,10 EUR
Android/iOS Developer	2 691,51 EUR	4 140,79 EUR	5 797,10 EUR
Front-End Developer	2 484,47 EUR	3 933,75 EUR	6 004,14 EUR
Fullstack Developer	2 691,51 EUR	4 347,83 EUR	6 211,18 EUR
Ruby on Rails Developer	3 105,59 EUR	4 554,87 EUR	6 211,18 EUR
Python Developer	2 484,47 EUR	3 726,71 EUR	4 968,94 EUR
PHP Developer	2 277,43 EUR	3 312,63 EUR	4 761,90 EUR
UX/UI Specialist	1 656,31 EUR	2 898,55 EUR	3 726,71 EUR
DevOps Engineer	3 312,63 EUR	4 761,90 EUR	6 211,18 EUR
Project Manager	2 277,43 EUR	3 519,67 EUR	4 761,90 EUR
Scrum Master	2 277,43 EUR	3 726,71 EUR	4 968,94 EUR
Business Analyst	2 277,43 EUR	3 105,59 EUR	4 347,83 EUR
Test Team Leader	3 105,59 EUR	3 726,71 EUR	4 968,94 EUR
Manual Software Tester	1 449,28 EUR	2 070,39 EUR	3 105,59 EUR
Automation Software Tester	2 070,39 EUR	3 519,67 EUR	4 761,90 EUR
IT Infrastructure and Services	JUNIOR	REGULAR	SENIOR
Solution Architect	3 519,67 EUR	4 968,94 EUR	6 211,18 EUR
Database Administrator	1 552,80 EUR	2 484,47 EUR	3 519,67 EUR
System Administrator	1 449,28 EUR	2 277,43 EUR	3 312,63 EUR
Windows Administrator	1 449,28 EUR	2 691,51 EUR	3 726,71 EUR
Linux Administrator	1 449,28 EUR	2 691,51 EUR	3 726,71 EUR
Network Engineer	1 552,80 EUR	3 105,59 EUR	4 140,79 EUR
Cloud Engineer	1 863,35 EUR	3 312,63 EUR	4 347,83 EUR
Application Analyst	2 070,39 EUR	3 312,63 EUR	4 347,83 EUR
System Security Engineer	2 277,43 EUR	3 726,71 EUR	4 968,94 EUR
Cyber Security Engineer	3 312,63 EUR	5 175,98 EUR	6 832,30 EUR
SQL Analyst	2 070,39 EUR	3 312,63 EUR	4 347,83 EUR
IT Analyst	2 070,39 EUR	3 312,63 EUR	4 347,83 EUR

ROLE	monthly salary gross in EURO		
ERP/CRM/Data Engineering	JUNIOR	REGULAR	SENIOR
SAP Analyst	2 277,43 EUR	3 519,67 EUR	4 968,94 EUR
SAP Developer	2 898,55 EUR	4 761,90 EUR	6 211,18 EUR
Salesforce Developer	2 691,51 EUR	4 140,79 EUR	5 797,10 EUR
Data Scientist	2 070,39 EUR	3 726,71 EUR	5 175,98 EUR
Data Engineer	2 691,51 EUR	4 347,83 EUR	6 004,14 EUR
Technical Support	JUNIOR	REGULAR	SENIOR
Service Desk Manager	2 898,55 EUR	3 933,75 EUR	4 761,90 EUR
Software Development	MINIMUM	OPTIMUM	MAXIMUM
Head of Software Development	5 797,10 EUR	7 246,38 EUR	8 695,65 EUR
Software Development Manager	5 383,02 EUR	6 625,26 EUR	7 867,49 EUR
Software Architect	5 175,98 EUR	6 211,18 EUR	7 453,42 EUR
IT Infrastructure and Services	MINIMUM	OPTIMUM	MAXIMUM
Head of IT Infrastructure	5 590,06 EUR	7 246,38 EUR	8 281,57 EUR
IT Manager	4 554,87 EUR	6 211,18 EUR	7 453,42 EUR
Security Manager	4 761,90 EUR	6 832,30 EUR	7 867,49 EUR



Salary table IT section

annual salary gross in EURO
/employer full cost

annual salary gross in EURO
/employer full cost



ROLE	annual salary gross in EURO/employer full cost		
Technical Support	MINIMUM	OPTIMUM	MAXIMUM
1st Line Technical Support	15 155,28 EUR	24 248,45 EUR	31 826,09 EUR
2nd Line Technical Support	33 341,61 EUR	40 919,25 EUR	48 496,89 EUR
3rd Line Technical Support	51 527,95 EUR	60 621,12 EUR	69 714,29 EUR
Software Development	JUNIOR	REGULAR	SENIOR
Software Team Leader	69 714,29 EUR	78 807,45 EUR	93 962,73 EUR
Software Developer C / C++	36 372,67 EUR	54 559,01 EUR	75 776,40 EUR
Software Developer Java	36 372,67 EUR	57 590,06 EUR	84 869,57 EUR
Software Developer .NET / C#	36 372,67 EUR	57 590,06 EUR	84 869,57 EUR
Android/iOS Developer	39 403,73 EUR	60 621,12 EUR	84 869,57 EUR
Front-End Developer	36 372,67 EUR	57 590,06 EUR	87 900,62 EUR
Fullstack Developer	39 403,73 EUR	63 652,17 EUR	90 931,68 EUR
Ruby on Rails Developer	45 465,84 EUR	66 683,23 EUR	90 931,68 EUR
Python Developer	36 372,67 EUR	54 559,01 EUR	72 745,34 EUR
PHP Developer	33 341,61 EUR	48 496,89 EUR	69 714,29 EUR
UX/UI Specialist	24 248,45 EUR	42 434,78 EUR	54 559,01 EUR
DevOps Engineer	48 496,89 EUR	69 714,29 EUR	90 931,68 EUR
Project Manager	33 341,61 EUR	51 527,95 EUR	69 714,29 EUR
Scrum Master	33 341,61 EUR	54 559,01 EUR	72 745,34 EUR
Business Analyst	33 341,61 EUR	45 465,84 EUR	63 652,17 EUR
Test Team Leader	45 465,84 EUR	54 559,01 EUR	72 745,34 EUR
Manual Software Tester	21 217,39 EUR	30 310,56 EUR	45 465,84 EUR
Automation Software Tester	30 310,56 EUR	51 527,95 EUR	69 714,29 EUR
IT Infrastructure and Services	JUNIOR	REGULAR	SENIOR
Solution Architect	51 527,95 EUR	72 745,34 EUR	90 931,68 EUR
Database Administrator	22 732,92 EUR	36 372,67 EUR	51 527,95 EUR
System Administrator	21 217,39 EUR	33 341,61 EUR	48 496,89 EUR
Windows Administrator	21 217,39 EUR	39 403,73 EUR	54 559,01 EUR
Linux Administrator	21 217,39 EUR	39 403,73 EUR	54 559,01 EUR
Network Engineer	22 732,92 EUR	45 465,84 EUR	60 621,12 EUR
Cloud Engineer	27 279,50 EUR	48 496,89 EUR	63 652,17 EUR
Application Analyst	30 310,56 EUR	48 496,89 EUR	63 652,17 EUR
System Security Engineer	33 341,61 EUR	54 559,01 EUR	72 745,34 EUR
Cyber Security Engineer	48 496,89 EUR	75 776,40 EUR	100 024,84 EUR
SQL Analyst	30 310,56 EUR	48 496,89 EUR	63 652,17 EUR
IT Analyst	30 310,56 EUR	48 496,89 EUR	63 652,17 EUR

ROLE	annual salary gross in EURO/employer full cost		
ERP/CRM/Data Engineering	JUNIOR	REGULAR	SENIOR
SAP Analyst	33 341,61 EUR	51 527,95 EUR	72 745,34 EUR
SAP Developer	42 434,78 EUR	69 714,29 EUR	90 931,68 EUR
Salesforce Developer	39 403,73 EUR	60 621,12 EUR	84 869,57 EUR
Data Scientist	30 310,56 EUR	54 559,01 EUR	75 776,40 EUR
Data Engineer	39 403,73 EUR	63 652,17 EUR	87 900,62 EUR
Technical Support	JUNIOR	REGULAR	SENIOR
Service Desk Manager	42 434,78 EUR	57 590,06 EUR	69 714,29 EUR
Software Development	JUNIOR	REGULAR	SENIOR
Head of Software Development	84 869,57 EUR	106 086,96 EUR	127 304,35 EUR
Software Development Manager	78 807,45 EUR	96 993,79 EUR	115 180,12 EUR
Software Architect	75 776,40 EUR	90 931,68 EUR	109 118,01 EUR
IT Infrastructure and Services	MINIMUM	OPTIMUM	MAXIMUM
Head of IT Infrastructure	81 838,51 EUR	106 086,96 EUR	121 242,24 EUR
IT Manager	66 683,23 EUR	90 931,68 EUR	109 118,01 EUR
Security Manager	69 714,29 EUR	100 024,84 EUR	115 180,12 EUR



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IT SECTORS II

What will happen to the IT sector in 2023?

The pandemic has forced an acceleration of digital transformation. In the past two years, demand for the use of digital technologies has increased. In 2023, this trend will undoubtedly continue. The process of digital transformation will continue to grow in public establishments, but also in private companies or large corporations.

Remote work is already common enough that the development of platforms and tools that allow people to work outside the office will continue in the coming years.

Artificial intelligence and machine learning will continue to grow in importance in 2023. AI already allows processing data and provides assistance in everyday life (shopping, fitness training, etc.). So-called chatbots are also based on advanced artificial intelligence and their key objective is to improve interaction with customers and help with data storage and processing.

In 2023 high demand for the most popular programming languages such as Java, C#, C++, Python, will be imminent.

High inflation will have an impact on candidates' financial expectations, forcing employers to increase salary budgets.. IT professionals will want to have a choice related to the form of employment. Employment based on a B2B contract will continue to be common, but in 2023 it will be noticeable that some contractors will choose or consider an employment contract.



Salary table Business service section

monthly salary gross in EURO

annual salary gross in EURO
/employer full cost



ROLE	monthly salary gross EURO		
Management	MINIMUM	OPTIMUM	MAXIMUM
Finance Manager	4 742 EUR	6 495 EUR	8 351 EUR
Finance Reporting Manager	3 196 EUR	4 639 EUR	5 979 EUR
GL & Reporting Manager	3 608 EUR	4 845 EUR	5 979 EUR
AP/AR Manager	2 577 EUR	3 402 EUR	4 330 EUR
Finance	JUNIOR	REGULAR	SENIOR
Finance Reporting Specialist	1 649 EUR	2 062 EUR	2 577 EUR
Business Analyst	2 371 EUR	2 784 EUR	3 299 EUR
FP&A Specialist	2 165 EUR	2 784 EUR	3 505 EUR
Finance Analyst	1 649 EUR	2 062 EUR	2 577 EUR
Finance Assistant	825 EUR	928 EUR	1 134 EUR
Accounting	JUNIOR	REGULAR	SENIOR
GL Team Leader	2 784 EUR	3 711 EUR	4 742 EUR
GL Accountant	2 165 EUR	2 784 EUR	3 505 EUR
AP/AR Team Leader	2 474 EUR	2 990 EUR	3 505 EUR
AP/AR Accountant	English 1 031 EUR	English 1 134 EUR	French/Italian/ Spanish 1 340 EUR
	French/Italian/ Spanish 1 134 EUR	French/Italian/ Spanish 1 299 EUR	French/Italian/ Spanish 1 443 EUR
	German/Dutch/ Swedish 1 237 EUR	German/Dutch/ Swedish 1 546 EUR	German/Dutch/ Swedish 1 856 EUR
Accounting Assistant	English 825 EUR	English 928 EUR	English 1 134 EUR
Procurement	JUNIOR	REGULAR	SENIOR
Procurement Team Lead	2 165 EUR	2 577 EUR	3 093 EUR
Buyer	English 928 EUR	English 1 237 EUR	English 1 237 EUR
	French/Italian/ Spanish 1 031 EUR	French/Italian/ Spanish 1 443 EUR	French/Italian/ Spanish 1 443 EUR
	German/Dutch/ Swedish 1 237 EUR	German/Dutch/ Swedish 1 753 EUR	German/Dutch/ Swedish 1 753 EUR
HR	JUNIOR	REGULAR	SENIOR
Payroll and HR Admin Specialist	1 237 EUR	1 546 EUR	1 856 EUR
Recruitment Specialist	1 134 EUR	1 340 EUR	1 443 EUR
HR Support	English 928 EUR	English 1 031 EUR	English 1 134 EUR
	French/Italian/ Spanish 928 EUR	French/Italian/ Spanish 1 237 EUR	French/Italian/ Spanish 1 237 EUR
	German/Dutch/ Swedish 1 134 EUR	German/Dutch/ Swedish 1 649 EUR	German/Dutch/ Swedish 1 649 EUR

ROLE	annual salary gross in EURO/employer full cost		
Management	MINIMUM	OPTIMUM	MAXIMUM
Finance Manager	68 289 EUR	93 526 EUR	120 247 EUR
Finance Reporting Manager	46 021 EUR	66 804 EUR	86 103 EUR
GL & Reporting Manager	51 959 EUR	69 773 EUR	86 103 EUR
AP/AR Manager	37 113 EUR	48 990 EUR	62 351 EUR
Finance	JUNIOR	REGULAR	SENIOR
Finance Reporting Specialist	23 753 EUR	29 691 EUR	37 113 EUR
Business Analyst	34 144 EUR	40 082 EUR	47 505 EUR
FP&A Specialist	31 175 EUR	40 082 EUR	50 474 EUR
Finance Analyst	23 753 EUR	29 691 EUR	37 113 EUR
Finance Assistant	11 876 EUR	13 361 EUR	16 330 EUR
Accounting	JUNIOR	REGULAR	SENIOR
GL Team Leader	40 082 EUR	53 443 EUR	68 289 EUR
GL Accountant	31 175 EUR	40 082 EUR	50 474 EUR
AP/AR Team Leader	35 629 EUR	43 052 EUR	50 474 EUR
AP/AR Accountant	12 598 EUR	16 602 EUR	19 621 EUR
	16 602 EUR	22 639 EUR	21 130 EUR
	17 357 EUR	22 639 EUR	27 167 EUR
Accounting Assistant	12 074 EUR	13 584 EUR	16 602 EUR
Procurement	JUNIOR	REGULAR	SENIOR
Procurement Team Lead	31 695 EUR	37 732 EUR	45 278 EUR
Buyer	13 584 EUR	18 111 EUR	15 118 EUR
	15 093 EUR	21 130 EUR	21 130 EUR
	18 111 EUR	25 658 EUR	25 658 EUR
HR	JUNIOR	REGULAR	SENIOR
Payroll and HR Admin Specialist	17 814 EUR	22 268 EUR	26 722 EUR
Recruitment Specialist	16 330 EUR	19 299 EUR	20 784 EUR
HR Support	13 584 EUR	15 093 EUR	16 602 EUR
	13 584 EUR	18 111 EUR	18 111 EUR
	16 602 EUR	24 148 EUR	24 148 EUR

BUSINESS SERVICE SECTION

What will happen to the business services sector in 2023?

The pandemic time was a difficult time for many industries, companies, and employees. Remote work became a standard for many and strongly influenced the candidates' expectations. An increasing number of candidates subject their decisions related to employment to companies' policies concerning remote work possibilities.

The employers who will not offer possibilities of fully remote work must expect they can lose their best candidates and face difficulties when trying to hire new talent.

Another factor that has significantly affected the labor market that should be mentioned is the situation across our eastern border. The business service sector has also felt its effects. Ever since the war broke out, the number of investments in business services sector has dropped. What we predict for 2023 is that the industry will regain its market growth trend, and unfreeze its investment budgets. Because of prolonging war across our eastern border companies that had branches in Ukraine or Belarus will be looking to Poland as an alternative place for their operation.

IT professionals are most likely to find work in the business service sector, but not only. Professionals, especially those with extensive experience in finance, customer advisors or HR, will also find interesting offers. Companies continue to look out for specialists that have ability to use foreign languages. **Fluency in English is a standard and the other most demanded languages are still German and French.** We also notice that Scandinavian languages, like Swedish, Norwegian, or Danish, are gaining in popularity.

Salary table Engineering section

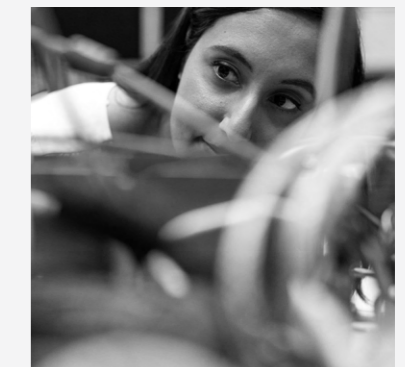
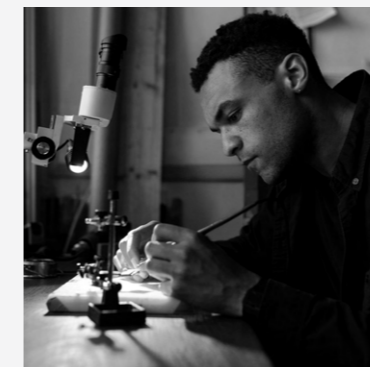
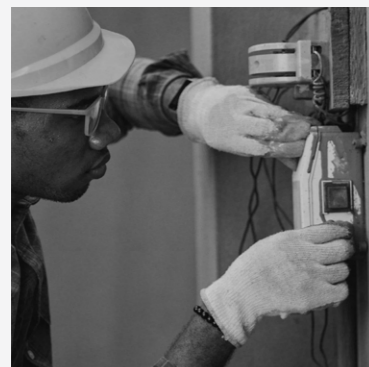
monthly salary gross in EURO

annual salary gross in EURO
/employer full cost



ROLE	monthly salary gross EURO		
	MINIMUM	OPTIMUM	MAXIMUM
Plant Manger (>500 FTE)	6 211,18 EUR	9 316,77 EUR	7 246,38 EUR
Plant Manger (100-500 FTE)	3 519,67 EUR	7 246,38 EUR	5 590,06 EUR
Plant Manger (≤ 100 FTE)	2 898,55 EUR	5 175,98 EUR	3 830,23 EUR
Operation Director (> 500FTE)	4 761,90 EUR	6 832,30 EUR	5 797,10 EUR
R&D Manager (10-15 FTE)	2 691,51 EUR	4 554,87 EUR	3 623,19 EUR
Production Manager (> 100 FTE)	2 070,39 EUR	4 761,90 EUR	3 209,11 EUR
Lean Manager (> 100 FTE)	2 070,39 EUR	4 554,87 EUR	3 209,11 EUR
Quality Manager	2 484,47 EUR	4 140,79 EUR	3 105,59 EUR
Engineering Manager	2 070,39 EUR	4 140,79 EUR	3 105,59 EUR
Black Belt	2 070,39 EUR	4 140,79 EUR	3 002,07 EUR
Logistic Manager	1 863,35 EUR	4 140,79 EUR	2 898,55 EUR
Project Manager	2 070,39 EUR	4 140,79 EUR	2 795,03 EUR
Maintenance Manager	1 863,35 EUR	3 726,71 EUR	2 691,51 EUR
Tooling Engineer	1 449,28 EUR	2 898,55 EUR	1 863,35 EUR
R&D Engineer	1 242,24 EUR	2 484,47 EUR	1 863,35 EUR
Project Engineer	1 242,24 EUR	2 277,43 EUR	1 656,31 EUR
Lean Manufacturing Engineer	1 242,24 EUR	2 277,43 EUR	1 656,31 EUR
Production/ Process Engineer	1 242,24 EUR	2 070,39 EUR	1 656,31 EUR
Customer Quality Engineer	1 242,24 EUR	2 277,43 EUR	1 552,80 EUR
Maintenance Engineer	1 138,72 EUR	2 070,39 EUR	1 552,80 EUR
Electrical Engineer	1 242,24 EUR	2 070,39 EUR	1 656,31 EUR
Automation Engineer	1 242,24 EUR	2 484,47 EUR	1 863,35 EUR
Quality Process Engineer	1 242,24 EUR	1 966,87 EUR	1 552,80 EUR
Design Engineer	1 138,72 EUR	2 070,39 EUR	1 449,28 EUR
Product Engineer	1 138,72 EUR	1 863,35 EUR	1 449,28 EUR
Purchasing Specialist	931,68 EUR	1 863,35 EUR	1 345,76 EUR
Logistic Specialist	828,16 EUR	1 863,35 EUR	1 242,24 EUR
Production Planner	828,16 EUR	1 863,35 EUR	1 242,24 EUR

ROLE	annual salary gross in EURO/employer full cost		
	MINIMUM	OPTIMUM	MAXIMUM
Plant Manger (> 500 FTE)	75 776,40 EUR	113 664,60 EUR	88 405,80 EUR
Plant Manger (100-500 FTE)	42 939,96 EUR	88 405,80 EUR	68 198,76 EUR
Plant Manger (≤ 100 FTE)	35 362,32 EUR	63 147,00 EUR	46 728,78 EUR
Operation Director (> 500FTE)	58 095,24 EUR	83 354,04 EUR	70 724,64 EUR
R&D Manager (10-15 FTE)	32 836,44 EUR	55 569,36 EUR	44 202,90 EUR
Production Manager (> 100 FTE)	25 258,80 EUR	58 095,24 EUR	39 151,14 EUR
Lean Manager (> 100 FTE)	25 258,80 EUR	55 569,36 EUR	39 151,14 EUR
Quality Manager	30 310,56 EUR	50 517,60 EUR	37 888,20 EUR
Engineering Manager	25 258,80 EUR	50 517,60 EUR	37 888,20 EUR
Black Belt	25 258,80 EUR	50 517,60 EUR	36 625,26 EUR
Logistic Manager	22 732,92 EUR	50 517,60 EUR	35 362,32 EUR
Project Manager	25 258,80 EUR	50 517,60 EUR	34 099,38 EUR
Maintenance Manager	22 732,92 EUR	45 465,84 EUR	32 836,44 EUR
Tooling Engineer	17 681,16 EUR	35 362,32 EUR	22 732,92 EUR
R&D Engineer	15 155,28 EUR	30 310,56 EUR	22 732,92 EUR
Project Engineer	15 155,28 EUR	27 784,68 EUR	20 207,04 EUR
Lean Manufacturing Engineer	15 155,28 EUR	27 784,68 EUR	20 207,04 EUR
Production/ Process Engineer	15 155,28 EUR	25 258,80 EUR	20 207,04 EUR
Customer Quality Engineer	15 155,28 EUR	27 784,68 EUR	18 944,10 EUR
Maintenance Engineer	13 892,34 EUR	25 258,80 EUR	18 944,10 EUR
Electrical Engineer	15 155,28 EUR	25 258,80 EUR	20 207,04 EUR
Automation Engineer	15 155,28 EUR	30 310,56 EUR	22 732,92 EUR
Quality Process Engineer	15 155,28 EUR	23 995,86 EUR	18 944,10 EUR
Design Engineer	13 892,34 EUR	25 258,80 EUR	17 681,16 EUR
Product Engineer	13 892,34 EUR	22 732,92 EUR	17 681,16 EUR
Purchasing Specialist	11 366,46 EUR	22 732,92 EUR	16 418,22 EUR
Logistic Specialist	10 103,52 EUR	22 732,92 EUR	15 155,28 EUR
Production Planner	10 103,52 EUR	22 732,92 EUR	15 155,28 EUR





ENGINEERING SECTION

What will happen to the engineering sector in 2023?

Engineers have an innate curiosity about why and how things work, and this curiosity drives the engineering field forward to explore new ideas and solutions. But as the world collectively turned toward a more digital life during COVID-19 lockdowns, engineers faced a massive learning curve as they worked to rapidly develop, integrate, and scale the digital technology and components needed to meet new global demands.

As pandemic life becomes the norm, **the focus on building out digital capabilities for everything from fabrication and logistics to customer service will continue to spur growth in mechanical engineering.**

According to IBM DTA – 67 percent of manufacturers had accelerated digital projects because of the pandemic. The most important new projects listed by respondents included:

- The development of new digital design tools
- Creation of automation programs for manufacturing, logistics, and service systems
- Strengthening of remote work and collaborative software platforms and applications

While AI, robotics, and additive manufacturing will likely be the primary technologies driving all fields of engineering for the next year and many more ahead, **software and electrical engineers will be in a high demand** on the Polish market in 2023 year.



Salary table Sales and marketing section

monthly salary gross in EURO

ROLE	monthly salary gross EURO		
	MINIMUM	OPTIMUM	MAXIMUM
Sales Director	5 590,06 EUR	7 453,42 EUR	9 109,73 EUR
Area Sales Manager	1 863,35 EUR	2 484,47 EUR	2 898,55 EUR
Export Director	3 312,63 EUR	6 211,18 EUR	9 109,73 EUR
Export Manager	1 863,35 EUR	2 691,51 EUR	3 519,67 EUR
National Key Account Manager	4 140,79 EUR	5 175,98 EUR	6 211,18 EUR
Group Key Account Manager	3 519,67 EUR	4 140,79 EUR	4 761,90 EUR
	JUNIOR	REGULAR	SENIOR
Sales Manager	3 416,15 EUR	4 140,79 EUR	4 761,90 EUR
Regional Sales Manager	2 691,51 EUR	3 416,15 EUR	4 140,79 EUR
Sales Specialist	1 345,76 EUR	2 070,39 EUR	3 105,59 EUR
Sales Representative	828,16 EUR	1 138,72 EUR	1 449,28 EUR
Regional Key Account Manager	2 691,51 EUR	3 312,63 EUR	4 140,79 EUR
Key Account Manager	1 759,83 EUR	2 691,51 EUR	3 312,63 EUR
	JUNIOR	REGULAR	SENIOR
Research Department Manager	2 691,51 EUR	3 623,19 EUR	4 554,87 EUR
International Business Development	3 209,11 EUR	4 140,79 EUR	5 175,98 EUR
Business Development	1 759,83 EUR	2 691,51 EUR	3 105,59 EUR
Sales Analyst	1 552,80 EUR	2 070,39 EUR	2 898,55 EUR
Marketing	MINIMUM	OPTIMUM	MAXIMUM
Chief Commercial Officer	9 316,77 EUR	12 422,36 EUR	16 563,15 EUR
Chief Marketing Officer	6 832,30 EUR	9 109,73 EUR	11 387,16 EUR
Marketing Director	5 175,98 EUR	6 728,78 EUR	8 281,57 EUR
	JUNIOR	REGULAR	SENIOR
Marketing Manager	2 070,39 EUR	3 312,63 EUR	4 554,87 EUR
PR Manager	1 759,83 EUR	2 898,55 EUR	4 140,79 EUR
Brand Manager	1 863,35 EUR	2 898,55 EUR	4 140,79 EUR
Marketing Communications Coordinator	1 656,31 EUR	2 484,47 EUR	3 105,59 EUR
Marketing Specialist	1 345,76 EUR	1 759,83 EUR	2 484,47 EUR
Internet Marketing Specialist	1 449,28 EUR	1 863,35 EUR	2 691,51 EUR

annual salary gross in EURO /employer full cost



ROLE	annual salary gross in EURO/employer full cost		
	MINIMUM	OPTIMUM	MAXIMUM
Sales Director	81 838,51 EUR	109 118,01 EUR	133 366,46 EUR
Area Sales Manager	27 279,50 EUR	36 372,67 EUR	42 434,78 EUR
Export Director	48 496,89 EUR	90 931,68 EUR	133 366,46 EUR
Export Manager	27 279,50 EUR	39 403,73 EUR	51 527,95 EUR
National Key Account Manager	60 621,12 EUR	75 776,40 EUR	90 931,68 EUR
Group Key Account Manager	51 527,95 EUR	60 621,12 EUR	69 714,29 EUR
	JUNIOR	REGULAR	SENIOR
Sales Manager	50 012,42 EUR	60 621,12 EUR	69 714,29 EUR
Regional Sales Manager	39 403,73 EUR	50 012,42 EUR	60 621,12 EUR
Sales Specialist	19 701,86 EUR	30 310,56 EUR	45 465,84 EUR
Sales Representative	12 124,22 EUR	16 670,81 EUR	21 217,39 EUR
Regional Key Account Manager	39 403,73 EUR	48 496,89 EUR	60 621,12 EUR
Key Account Manager	25 763,98 EUR	39 403,73 EUR	48 496,89 EUR
	JUNIOR	REGULAR	SENIOR
Research Department Manager	39 403,73 EUR	53 043,48 EUR	66 683,23 EUR
International Business Development	46 981,37 EUR	60 621,12 EUR	75 776,40 EUR
Business Development	25 763,98 EUR	39 403,73 EUR	45 465,84 EUR
Sales Analyst	22 732,92 EUR	30 310,56 EUR	42 434,78 EUR
Marketing	MINIMUM	OPTIMUM	MAXIMUM
Chief Commercial Officer	136 397,52 EUR	181 863,35 EUR	242 484,47 EUR
Chief Marketing Officer	100 024,84 EUR	133 366,46 EUR	166 708,07 EUR
Marketing Director	75 776,40 EUR	98 509,32 EUR	121 242,24 EUR
	JUNIOR	REGULAR	SENIOR
Marketing Manager	30 310,56 EUR	48 496,89 EUR	66 683,23 EUR
PR Manager	25 763,98 EUR	42 434,78 EUR	60 621,12 EUR
Brand Manager	27 279,50 EUR	42 434,78 EUR	60 621,12 EUR
Marketing Communications Coordinator	24 248,45 EUR	36 372,67 EUR	45 465,84 EUR
Marketing Specialist	19 701,86 EUR	25 763,98 EUR	36 372,67 EUR
Internet Marketing Specialist	21 217,39 EUR	27 279,50 EUR	39 403,73 EUR

SALES AND MARKETING SECTION

What will happen to the sales and marketing sector in 2023?

The last 2 years have shown that the marketing and sales industry is not only thriving, but also does not succumb to crises such as the corona pandemic or an unstable geopolitical situation.

The recent situation of isolation and the consequent need to move marketing activities online has made it **increasingly important to build brand recognition and create marketing and sales strategies based on new media**, such as social media platforms and e-commerce.

According to a study conducted in 2022 by the Influencer Marketing Hub platform, **almost 70% of people use the Internet to obtain information about a product's quality, manufacturer or comfort before making a purchase.** This trend is reflected in the labor and salary market. Positions and courses of study based on knowledge of „new media“ and conscious use of them in building marketing and sales strategies are becoming increasingly popular.

In the 2023 year we are sure to see an increase in salaries among online marketing specialists who are proficient in the environment of Instagram, Tiktok, online campaigns and the creation of engaging content.

Salary table C-LEVEL roles

monthly salary gross in EURO

annual salary gross in EURO
/employer full cost



ROLE	monthly salary gross EURO		
	MINIMUM	OPTIMUM	MAXIMUM
CEO	6 832,30 EUR	9 316,77 EUR	11 387,16 EUR
VP	6 318,84 EUR	7 660,46 EUR	9 026,92 EUR
Managing Director	5 813,66 EUR	7 246,38 EUR	8 496,89 EUR
CTO	5 254,66 EUR	6 625,26 EUR	7 826,09 EUR
CFO	4 919,25 EUR	6 832,30 EUR	7 826,09 EUR
Sales Director	4 919,25 EUR	6 418,22 EUR	8 720,50 EUR
HR Director	4 919,25 EUR	6 418,22 EUR	7 602,48 EUR
Marketing Director	4 919,25 EUR	6 418,22 EUR	7 602,48 EUR
Head of Project Management	4 024,84 EUR	5 175,98 EUR	6 260,87 EUR
Tower/Unit Director	4 024,84 EUR	5 175,98 EUR	4 695,65 EUR

ROLE	annual salary gross in EURO/employer full cost		
	MINIMUM	OPTIMUM	MAXIMUM
CEO	100 024,84 EUR	136 397,52 EUR	166 708,07 EUR
VP	92 507,83 EUR	112 149,07 EUR	132 154,04 EUR
Managing Director	85 112,05 EUR	106 086,96 EUR	124 394,53 EUR
CTO	76 928,20 EUR	96 993,79 EUR	114 573,91 EUR
CFO	72 017,89 EUR	100 024,84 EUR	114 573,91 EUR
Sales Director	72 017,89 EUR	93 962,73 EUR	127 668,07 EUR
HR Director	72 017,89 EUR	93 962,73 EUR	111 300,37 EUR
Marketing Director	72 017,89 EUR	93 962,73 EUR	111 300,37 EUR
Head of Project Management	58 923,73 EUR	75 776,40 EUR	91 659,13 EUR
Tower/Unit Director	58 923,73 EUR	75 776,40 EUR	68 744,35 EUR



C-LEVEL ROLES

What will happen in 2023?

Given the current economic market situation related to the high cost of living and the shift of work to online environments after the pandemic, one can see a change in many organizations, particularly when it comes to salaries. In this section we will focus on the C-Level group, i.e., employees that work at the highest level in the company. Examples of positions belonging to the C-Level could be CFO, sales director, managing director, production director, sales manager, customer service manager, marketing or HR manager .

So how do the salaries of the above roles compare? Consider that 2022 is fraught with a high cost of living due to many changes in the economic market. These factors are contributing to increased salaries in all sectors. In the case of the top positions, the aforementioned increase is not as large. Why? It is worth noting the specifics of the above group of employees. When deciding to change jobs, they are guided by their own needs and expectations. They pay more attention to the quality of work, projects, the scope of independence and the condition of the company. Of course, **base salary and bonuses are important aspects, but the most important factor is the personality fit with the organization.** Following in the footsteps of the many market changes brought forward by the pandemic, it is also worth noting the current situation in Ukraine. The war has contributed to the relocation of many people to Poland. This group also includes workers with very extensive experience looking for a new job. **C-Level people often negotiate working conditions, are willing to travel across the country and abroad, work remotely, or relocate to another city.**

In presenting the C-Level group, one more thing should be noted. **People at this level are crucial to the organization and are the hardest to find in the labor market.** Mainly because of the fit between the employee, and the policies and values of a particular company. Therefore, many organizations want to be flexible and increase the salaries of employees year after year. Taking into account the above-mentioned factors taking place in the market, **salaries for top-level employees in 2023 may increase by about 10%.** Certainly, many companies will be open to workers from different Polish cities, but also from Ukraine. Changes will take place not only in wages, but also in benefits, or in the company's self-reliance and responsibility.

Recruitment trends and tips for 2023

Remote work is here to stay

Research tells us that 85% of recruiters believe remote work is here to stay. Obviously, the pandemic drastically changed the work environment. The acceleration to remote and hybrid work has helped companies realize that remote work offers benefits to not only the workforce, but to the companies as well. These companies have used remote work opportunities as a strategy to attract candidates to apply.

Recruitment Tip: Whenever possible, let candidates (and employees) have the freedom, convenience, and cost savings that remote and/or hybrid work gives them.

Power Skills Are The New Skills

What exactly are “power skills” we’re hearing about? We know that hard skills refer to technical competencies that have to be learned, can be measured, and are often tools like software. Soft skills are referred to as more relationship-centered covering areas such as communication, emotional intelligence, teamwork, professional attitude, and work ethic. In today’s remote and hybrid work environments, employees are expected to work in a state of constant change and adjustment. However, this can be challenging and have an impact on performance. Soft skills are more important than ever and are even being referred to as power skills.

10 power skills:

- Communication
- Innovation
- Creativity
- Emotional intelligence
- Collaboration
- Adaptability
- Leadership
- Time management
- Work Ethic
- Listening

Recruitment Tip: Power skills are essential for an always changing workforce. Elevate them as the top skills that are key to be successful within your company, no matter which level of position.

Your Reputation Precedes Your Open Positions

A majority of job seekers research an organization's brand and reputation before they consider applying for a position. It wouldn't even matter if they receive a higher salary, candidates say they wouldn't work for a company with a bad reputation.

So, recruitment is forcing HR professionals to learn some marketing skills. It's important to remember that reputation isn't just about the name, logo, or marketing materials created for your company's brand. It goes deeper. That's why it's critical to keep on top of what people are saying and writing about your organization.

What affects your company's brand and reputation?

There are several factors that make up a corporate reputation, including:

Ethics

- does the company behave with honesty and decency toward its employees, customers, vendors, and other stakeholders?

Employees

- does the company have talented, skilled, and competent employees that perform well?

Workplace

- does the company have a vibrant culture that supports its mission?

Finances

- does the company have a record of growth and profitability?

Recruitment Tip: Treat candidates as customers through relationship management. This can be done through email campaigns, providing interesting content on the website, and engaging in discussions on social media.

It's Not What You Know, It's Who You Know

Believe it or not, most companies hire 20-40% of their new hires through referrals. That's a terrific way to limit your cost per hire. But not only that, people that have been referred by either employees or other external contacts tend to stay longer and perform better. Is it too much to say that employees are your best recruiters? Let's think about the benefits of an employee referral program. Employees have organizational knowledge, understand how the positions play a role in the overall structure, and can see how a referred candidate can fit into the company culture. Typically, they know the referral's work ethic, personality, experience, and skill set too. Many organizations offer monetary awards, paid time off, and other rewards for excellent candidates.

Recruitment Tip: Want a win-win-win situation? Set up a candidate referral program as an efficient way to hire new talent. You gain a great candidate, the candidate gets a great new job, and the employee has been motivated with a great reward.

Employer branding insert 2023

Talent acquisition leaders know the importance of social media in recruitment. What trends can you expect in 2023 – and how can they support you in developing a shining hiring strategy?

No personal branding on LinkedIn? Need not apply

Personal branding isn't a new concept, but in the age of influencer marketing the approach has come to the forefront, even in an employer branding context. But what about employee branding? To put it simply, your personal branding is your reputation whether you're aware of that messaging or not. However, it's becoming more important to be intentional about who you brand yourself to be, particularly on LinkedIn. What sort of culture are you creating for your employees in the workplace? Do you have initiatives in place which encourage diversity and inclusion? If you're not creating content to address those questions in one of the most competitive employment markets in recent history, the chance is that you're not setting yourself apart among the talent force. If you're an employer and not deploying marketing to separate yourself from the noise, the chance is that you're not attracting talent effectively. LinkedIn's platform interface has shifted more to a traditional social media platform, with an endless scroll of content. It'll soon become a requirement to leverage content marketing practices to remain relevant.

Big changes for Twitter on the horizon

By the end of 2023, Twitter ambitiously wants to add 100 million daily users to the site – about a 50% growth from where it is now. That means: either Twitter has a big plan to draw users to the site and gain momentous attention, or Twitter is really in trouble and trying to dig itself out. Twitter has admitted there's not a sign-up problem; it's monetizable daily active users where there hasn't been exponential growth over the last several years. It appears that there are either sweeping changes on the horizon or it might be a fall of the once-prominent social space. One thing is for certain, for better or worse, Twitter as we know it is going to change.

Facebook will become young and cool again

With the pandemic forcing students to interact with their classmates solely online, students had to create new ways of interacting with peers that allow for separation from their personal pages/personas. Enter the rise in Facebook groups. They're an easy, private way to communicate with many people, making them perfect for segmenting your social media presence. Groups will continue to thrive, even as campus attendance increases, mainly because they're easily hidden from the eyes of those who made Facebook uncool to start with, making Facebook groups a must-have for your early talent campaign.

Evolving perspective on influencer marketing on TikTok

With over a billion videos viewed every day, TikTok is a social media powerhouse. Influencers and brands have flocked to this ever-growing platform, which has 1.3 billion active users. Influencer marketing is the most effective form of marketing on TikTok since influencers can build trust with their followers and are more likely to recommend brands with confidence. Additionally, brands have a 93% higher engagement rate when they partner with creators. Influencers are ranked from mega (1 million-plus follower), macro (500,000-plus followers), mid-tier (50,000-plus followers), and micro (10,000-plus followers), each with a different marketing strategy so brands can choose which tier of influencer best fits their objectives. Influencer marketing is likely to play a larger role in the future as TikTok is producing new stars every day, allowing brands with smaller budgets to increase their audiences.

We need more video

Video continues its exponential growth. With the huge rise of short-form video platforms like TikTok, people will continue to consume and demand more bite-size video content from brands and creators. Brands will have to look at the way they hire and structure their teams to make sure they're prioritizing the quality and time of video content creation. In 2023, video consumption will not slow down and brands that aren't prioritizing this format or spending time building an audience on TikTok will fall behind.

It's an AR world on Instagram

Augmented reality (AR) will rule on Instagram with clever, creative enhancements to a candidate's digital identity and an employer's highlight of shared work environments. As AR graphics trend and become the new standard, they'll also become a new way to search and serve employer brand content. Imagine branded AR content being a part of virtual hiring events and interviews. This will be the ultimate bridge between the physical and digital worlds.

- Permanent Recruitment • IT Recruitment • Multilingual Recruitment
- RPO • Employer Branding • Market Data Research

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